

LMI Journal



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Recognize Basic Human Drives and Desires

By Paul J. Meyer

Successful people require a dependable source from which to draw acceptance, approval, and reassurance. Motivation is often neither logical nor factual. People are often moved or inspired by hidden motives that seem quite illogical to a casual observer.

Even when questioned, they may not be able to explain their behavior or desires; although their actions seem right to them. As a leader, you may not always be able to interpret accurately the particular behaviors of others, but you can understand the overall principles that govern behavior.

Although different terms are used to describe the needs that motivate behavior, the universal motivators of human behavior include the following:

Physical Needs

The most basic needs are physical or biological in nature and include our human requirements for food, water, air to breathe, and shelter from heat or cold. These are the most primitive and basic needs. In extreme circumstances, people will kill for water or even resort to cannibalism to avoid starvation.

Though the physical needs are in a sense the strongest, they are also the most easily satisfied. But they must be satisfied for life to be sustained. Only in unusual circumstances can other needs occupy the mind and dominate actions when basic physical needs are unsatisfied.

When physical needs are acute, they normally must be satisfied before any of the other basic needs can become operative. As a general rule, the need for recognition or social status seems relatively unimportant when people are undernourished. When they have enough to eat, hunger ceases to be so important as a motivator. Other physical needs such as the need for rest, exercise, shelter, and protection, or correction of a health problem operate in the same manner.

Security Needs

Only when faced with an emergency situation or an imminent threat of bodily harm do people encounter the basic fear for physical security. The need for security is more often expressed in more subtle and disguised forms. The need for safety and security is evidenced in a desire for job tenure or, in the case of a salesperson, the protection of one's sales territory. Security needs also are evident in the desire to secure life and health insurance for one's self and one's family.

But the only real security lies within the heart and soul of the individual. Real security is internal – it is a function of ideas, attitudes, and values. In

reality, there is no lifetime guarantee that security can be found in a job, a salary, a particular position, or in the length of service, although these symbols may contribute to a feeling of security.

Of course, people are ultimately responsible for their



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own sense of security, and there is only one way to develop it. Individuals must increase and fortify their personal strengths, personal abilities, and personal talents. They must develop wholesome attitudes toward themselves and others. When people are motivated to use more of their potential, their sense of security is enhanced. You can lead people to achieve more, to grow, and to develop the untapped resources within themselves, and thus increase their feelings of security.

When you lead people for whom security needs are the prime motivator, point out to them on every possible occasion how they can develop additional security. Suggest the effectiveness of improving their skills, developing better time organization, improving their work habits, and acquiring greater understanding of human relations. Show them how increased interest in and knowledge of the industry, even beyond the scope of their present duties, prepares them to use even more of their potential and to grow into more responsible positions, positions that hold the power to provide added security.

Social Needs

One of the greatest motivators of human behavior is the quest for social acceptance and recognition. Acceptance involves the needs for belonging, for acceptance of one's self, as well as the giving and receiving of friendship and love. The need for social acceptance often produces the desire to acquire better homes, bigger cars, nicer clothes, and more money with which to enjoy them. The need for social acceptance promotes the desire to belong, to function as an integral and important part of the group, to feel wanted and needed, and to experience the respect of other members of the team.

The need for social acceptance is usually an outward manifestation of the deeper need for self-acceptance. It is a way people test their value systems. If other people accept them and their behavior, that acceptance proves to them that their value system is adequate; acceptance by others makes self-acceptance comfortable. When a leader thwarts the need for belonging in any way, people immediately become resistant and uncooperative, and the resulting behavior defeats the organization's goals.

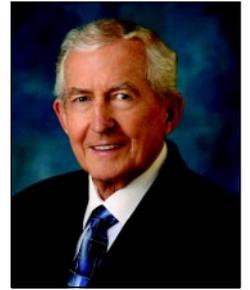
Employ the powerful force of acceptance to generate motivation. Through individual conferences and inspirational coaching meetings, build a relationship that team members are proud and eager to be part of – a relationship that helps to satisfy their social needs.

Self-Esteem Needs

Self-esteem or ego needs are essentially the need for self respect. They include the desire of people to feel pride in what they do and pride in the results they accomplish. Ego

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needs are not satisfied if any acclaim or recognition received is viewed as undeserved. Many successful business people bring their children into the business and elevate them to high positions only to discover that they seem ungrateful or disinterested in the opportunities given them. This often occurs because young people lose their self-respect when they feel that their high positions were unearned.

You never help people by doing for them what they can and should do for themselves. Ego needs are satisfied only when people find something to do in life that challenges them, tests their abilities, and brings out the best in them. Your own attitude toward yourself and your profession does more to create a favorable climate for the fulfillment of ego needs in your people than the example set by almost anyone else.

Self-Fulfillment Needs

Self-fulfillment needs constitute a search by individuals for continuous growth, for the progressive realization of goals, and for their work and life to have meaning and purpose. People want to be more creative and successful in both their professional and personal lives. But the need for self-fulfillment comes into the forefront of attention only after all other needs are moderately satisfied; self-fulfillment cannot find optimal expression while people are hungry, fearful for their safety, or feeling rejected by themselves or others. As a consequence, people often struggle with the fact that satisfying other basic needs generally dilutes and diverts their energies away from achieving self-fulfillment. The most successful people are those who have found satisfaction in all of the stronger but lower human needs and are free to give more time and attention to their needs for self-fulfillment.

When you discover people who are primarily motivated by the need for self-fulfillment, mark them well. They have the makings of champions. The key to their development lies in helping them set progressively higher goals. Encourage them to strive against their own past records for the satisfaction of surpassing their best prior efforts.

Accomplishing Your Goals

Constantly search for new and improved ways of accomplishing your goals. Avoid becoming devoted to a particular practice, procedure, or policy. Today's rapidly changing and keenly competitive marketplace requires constant improvement of current strategies and methods.

Workable procedures are absolutely necessary for the day-to-day functioning of an organization. Routinely reevaluate what you are doing and why, and consistently review ways to revamp and reorganize in order to use time and effort with the most effective methods possible.

Encourage an attitude of continuous improvement in your team members. Be open to recommendations for improvement. When you are receptive to the ideas of others, they are more open to your suggestions. When individuals and an organization as a whole are cooperative, adaptable, and solution-oriented, the potential of all the team members is tapped. Then everyone will enjoy the benefits of increased productivity.

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Effective Actions



David Byrd
President, LMI

"Well, I know that I should start making more new contacts instead of continuing to work these old prospects, but I have enough going to keep up for another week or two."

"I know we should cut costs and increase sales, but I'll address that another day."

"There's no need to expend a lot of effort in this economy; I'll wait for better times."

"I'm too busy to even think about priorities right now!"

None of us would ever want to admit it, but all of us have chosen comfortable activity over effective actions at some time in our work life. The above statements are examples of the game we play. It is a game where **comfortable activity** usually takes priority over **effective actions**. The question is why do we do it?

The answer... comfort zones!

We all have comfort zones that we have developed to protect us and make us feel safe. The problem is that these comfort zones are usually in opposition to effective actions. As example, if you have a difficult but productive task to perform, your natural human instinct is to postpone or procrastinate. A difficult task threatens your instinctive drive for safety. The effective action of completing the task is in opposition to your comfort zone of safety. **That is why we all procrastinate, at times.**

All leaders along with those under their charge must face these contradictions of choice everyday. We build our comfort zones over long periods of time, and they are reinforced by habit. How do you change bad habits? You change bad habits by replacing them with more effective habits. It's the same process.

One of the best tools we have been given to avoid comfort zones that no longer serve our best interest is the **"Power of Choice."** Effective leaders view their God-given freedom to choose as a personal power. They, in turn, use that power to counteract comfort zones of safety and make effective choices. **Effective choices serve both the common good of the organization and the best interest of the effective leader.**

Making effective, daily choices is a learned skill. Just like a consistent golf shot, that skill requires a development process. LMI has over forty years of experience in helping leaders develop the skill and ability of making effective daily choices. To learn more about how this process may apply to you and your organization, give us a call.

Until Next Time,

David Byrd
President, Leadership Management Institute™

Enhance Your Skills with Knowledge

Leaders are readers. In your efforts to communicate with and motivate others, you must stay abreast of new ideas and developments in your field and in the world around you. You must be able to read faster and at the same time remember more of what you have read.

The first step in managing your reading is deciding where reading falls into your time priorities. Ask yourself, “Is this the best use of my time at this moment?” Just as you are selective of the speakers to whom you listen and the television shows you watch, be selective in what you read. Choose to read only books, articles, and journals that give you ideas and information to keep you on the competitive edge or to enrich other areas of your life.

Once you have chosen what to read, determine your purpose in reading that selection. Then you will know whether to scan the material or read attentively. Technical materials and historical materials often demand that you read word-for-word. **But for most of your reading, you can achieve your purpose when you follow these tips:**

▲ *Skim for main ideas.*

Look at the table of contents first to identify chapters and topics most valuable to you. Read introductory paragraphs, the first lines of paragraphs, and headings. From reading the first line of each paragraph, you can decide whether or not to read the entire paragraph. Skip the paragraph if the introductory line simply restates other material in the book or article, or skip the paragraph if you already know the topic. Authors sometimes make important points in the last sentence of a paragraph, so check there for information.

▲ *Read with flexibility.*

Change the speed of your reading according to your purpose. New, high priority material requires slower, perhaps even word-for-word reading. Read familiar material faster, looking for key words and ideas.

▲ *Read words in groups.*

Use your peripheral vision to read words in groups, not one at a time. Individual words alone do not convey meaning. Groups of words convey ideas, so look for ideas. Read word groups to improve overall understanding and the ability to follow the meaning of the author. You will be amazed how much you remember when you accelerate the pace of your reading.

▲ *Avoid inner speech.*

Eliminate the practice of silently pronouncing words to yourself. Pronouncing them forces you to read word-



by-word instead of in word groups. You increase the speed of your reading when you think the groups of words you are reading rather than mentally pronouncing each word.

▲ *Use your hand or a blank index card.*

Train your eye to move quickly down the page. To keep your eye from regressing to material you have already read, use your hand or a blank index card to force your eyes to move ahead of the card. When practicing increasing your reading speed, do not worry about comprehension levels. Concentrate on training your eyes to move faster. Then when you are reading to gain important ideas, you can slow down – but you will still read faster than you previously did.

The most exciting benefit of speed reading is that you will find it increases what you gain from your reading – making your reading more productive. When a movie is slowed down so that you actually see individual frames of the photography, you lose the meaning of the movie. When you speed up the frames, the meaning becomes clear, connected, and easy to understand. In the same way, speed reading improves the level of understanding of the material you read. Skim the best reading materials available to stay in touch with the latest developments in your profession. When you know what is happening in your profession, you can communicate – talk and listen – more effectively.

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Applying the Coaching Process

It is important to understand that coaching is an ongoing process, not an isolated event. The best coaches take advantage of every opportunity to help team members grow and develop. Self discovery is the most effective form of learning. To foster learning through self-discovery, use questions instead of just telling team members what you want them to learn. To become a master coach, study these questions as you begin to learn and adhere to the steps in the coaching process.

What is the goal? State the goal as clearly and concretely as possible. Ask the team member: "How will you know when you have achieved this goal?" Unless team members can answer this question specifically, tell them to go back and restate the goal.

For example, the goal could be written as follows: "We will be a better managed company." This sounds commendable, but how can its attainment be measured? Instead, identify a specific area where performance can be improved. To make the goal specific, isolate one particular situation for improving communication. Suggest that the goal be defined this way:

"Instructions will be given when an assignment is made so that the assignment can be completed correctly." This is a goal for which specific actions can be identified to bring appropriate results. Later, you may identify other concrete goals for improving overall communication effectiveness.

Why is the goal important? Ask team members to list every possible reward or benefit that the team member and the organization will accrue when the goal is achieved. Have them include tangible rewards like increased profit and intangible rewards like satisfaction for a job well-done. Anticipating the rewards of success keeps enthusiasm and motivation at a high level. Be sure to spend time in this area. Your team members may have trouble coming up with specific benefits. Ask more questions to help them clearly define the rewards. Without these rewards, people will not be motivated to give the extra effort needed to change and grow.

How will the goal be achieved? Once the goal is stated and the benefits of achieving it are identified, list specific action steps for accomplishing it. These are the concrete activities team members can follow on a day-to-day basis for completing all the work needed to bring their goal into

reality. Action steps are logical and practical activities your team members are willing and able to undertake. They break the goal down into bite-sized pieces that can be tackled and accomplished one at a time.

When will the goal be achieved? When team members have identified simple actions that are progressive steps toward achievement of the total goal, ask them how long it will take to accomplish each step. You want team members to know how fast they should work, how urgent the need is to complete the job, and any other task you expect them to complete. Set a target date for each step, and determine when the work will be completed and the goal finally reached. A target date is a tacit reminder of a commitment

to take action. A target date sets up a motivational response that keeps team members working at the job until the goal is reached.

What obstacles might prevent achievement of this goal? If team members encounter difficulty listing needed action steps, you probably need to identify likely obstacles, and develop solutions to overcome them.

How will performance be tracked? A good tracking system is one of the most useful tools for helping individuals grow. Progress can be demonstrated only by comparing the past to the present. Tracking is the only method of evaluating both the quantity and the quality of performance for individuals, for a department or work group, or for the overall organization.

What kind of feedback on performance will be provided? Because attitudes and behavior are so closely associated, it is often possible to change attitudes by first changing behavior. When team members try out new behavior patterns and discover that they are more satisfactory than established patterns, they gradually change their attitudes to match the new behaviors. Even when attitudes are favorable for success, team members sometimes do not know just which behaviors are appropriate expressions of those attitudes. One of your best coaching tools is giving feedback on performance. Generally people respond to praise and recognition, but when they engage in unacceptable behavior, you might need to discuss with them the inappropriateness of the behavior so that it isn't counterproductive to getting the job done, or so that it doesn't get in the way of achieving the organization's goals.



A Positive Self-Image Leads to Success

Although no two leaders are identical in personality or in their approach to management, all effective leaders share an important characteristic: They have a positive self-image. Effective leaders see themselves as capable individuals, worthy of self-respect and deserving of the respect of others. Individuals with a positive self-image possess the inner strength and courage required for self-respect and self-confidence.

Your self-image, or the mental picture you have of yourself, determines to a large extent the level of success you reach as a leader. The results you achieve as a leader, of course, determine the level of success your organization will achieve. The more positive your self-image, the more opportunities you have to pursue success for yourself and your team.

Success means something different to every person. For some people, success means advancement to higher positions within the organization. Others count the contributions they are able to make to the lives of other people. Still others measure success by the size of their bank accounts. The success you seek likely consists of bits and pieces of all of these elements. But one definition of success can work for everyone:

Success is the progressive realization of worthwhile, predetermined personal goals.

This definition implies that success is the result of your own choice – choosing the specific goals you pursue. The most important factor in making satisfying choices is a positive self-image. A positive self-image enables you to set goals that reflect your values, and provides meaning and fulfillment through achievement of those goals.

Your self-image determines the measure of confidence you bring to the challenge of using your potential and working toward the goals you have set. Psychologists estimate that, on average, people use less than one-third of their actual potential. This means that by using only a small additional portion of your potential, you make a sizeable increase in your effectiveness.

The factor controlling how much of your potential you can use, or will use, is your self-image. You begin to acquire your self-image almost immediately after birth. Throughout your life, as the people in your environment reacted to you with approval or disapproval, you began to form a mental picture of yourself based on that input. If many of

the messages you received during your upbringing implied that you lacked ability, that you were too young, too inexperienced, or were limited somehow in your capabilities, you may now be limiting your success based on these old messages and ignoring the fact that you are more experienced and more capable than you were in the past. In contrast, if the people in your early environment were strongly supportive, if you were praised for your achievements, and people believed in your ability to succeed, you may be using that assessment of yourself now, and as a result, you are using a larger percentage of your potential.

Regardless of your background, what you are today is what really counts. What you are now depends to a great extent upon what you are willing

to become and what you are willing to do about your self-image. Changing your self-image is all about choice. The more positive your self-image, the more successful you will become as an effective motivational leader!

Choose an Attitude of Courage

You increase your personal and professional self-image by consciously choosing an attitude of courage. Courage is the state of mind and spirit that enables one to face threatening situations with self-assurance and self-reliance. Courage is bravery and valor; it is the quality that athletes sometimes call “heart.” Courage is inner strength, moral stamina, and the inherent capacity for rising to a challenge with steadfastness of purpose. Courage is faith in one’s self. Courage is self-confidence!

Once you make a commitment to choose the winning attitudes of self-confidence and courage, you see appreciable improvements almost immediately. For many people, it takes all the courage they can muster just to overcome inertia and get started on achieving remarkable results.

Courage is the fuel that supplies the extra energy needed to initiate change. It takes courage to change your attitudes, the way you organize your time, your relationships, and who and what you are. Once you begin, however, momentum keeps you moving. You enjoy even greater self-confidence and courage, for nothing breeds success like success. You find that when you claim for yourself the self-confidence and courage you were intended to have, these attitudes compound just as interest on a bank account.



Communicating in Writing Successfully

Messages bombard people relentlessly from every direction – e-mails, faxes, memos, letters, text messages, etc. – so the ability to write clearly and persuasively is more valuable than ever before. Whether your purpose is to provide information, to change an attitude or behavior, or to persuade someone to perform a specific task, you must remember that written communication is a substitute for your presence. Some of the best reasons to “put it in writing” include the following:

- ◆ To save time. Writing reduces the need for time-consuming meetings. Writing saves time by telling team members ahead of time what will be done at a meeting and what each individual’s responsibilities are for the meeting. This advance knowledge also allows individuals to be prepared and gives them the confidence to participate more fully and effectively toward the purpose of the meeting.
- ◆ To remind. Written plans of action serve as reminders of what needs to be done, who is responsible, and when the actions should be completed. A written plan facilitates accountability and creates a benchmark for measurement of performance. Clearly written action plans leave no question as to who is responsible for what task and when it is to be completed.
- ◆ To prevent misunderstandings. Putting important information in writing is necessary to prevent misunderstandings. People can reread directions, instructions, or important information when it is at their fingertips in writing.

Planning before sending any written communication, either by dictating a memo or writing an e-mail, ensures that your message will be received in the best possible way. Before composing your communication, ask yourself these questions:

- ◆ What is my purpose for sending this message?
- ◆ What response or action do I want as a result of the message?
- ◆ What do I know about the recipient of my message that will help me present it in a form that is most likely to be positively received?

As you write or dictate, try to visualize the person or

group with whom you wish to communicate. Assume an appropriate tone when you write and choose language that communicates just as you would if you were in a face-to-face meeting.

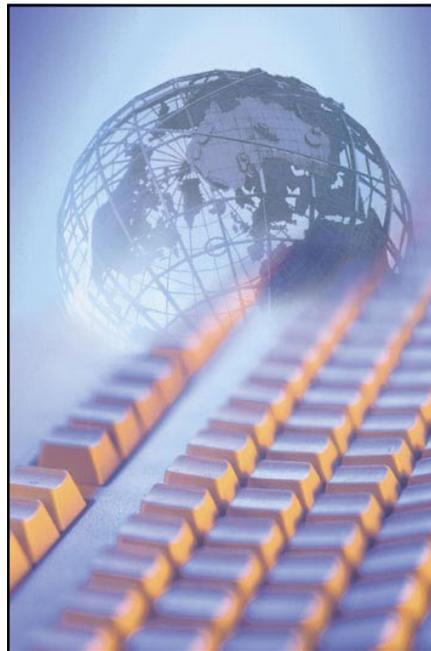
In most business situations, e-mail is the logical choice. It is quick, readable, and easily copied. For some special purposes, a handwritten note may better serve your purpose. Skill in writing e-mails, letters, and memos is invaluable since these forms of communication are so widely used in business organizations. They may deal with simple announcements or with complex or highly confidential matters involving personnel, new product research, financial affairs, or company policy.

Make letters, memos, and e-mails long enough to cover the message, but short enough to be read and the message heeded. Make e-mails brief and concise, and keep letters and memos to one page as often as possible. Cover only one subject; it is better to send two separate e-mails, letters, or memos to the same person than to mix two different subjects. This encourages the receiver to take appropriate action without the necessity of replicating the e-mail or making an extra copy of the letter or memo.

Communicating in Groups

Meetings are a fact of life. Some seem like a waste of time, but most meetings are golden opportunities to multiply your influence and your communication skills. Day in and day out, meetings furnish opportunities to give or gather information, exchange ideas, solve problems, resolve conflict, build commitment, and motivate people toward shared goals.

Well-planned and skillfully executed meetings assure the rewards of constant growth and progress. Productive meetings result in increased loyalty and commitment from all involved. Within your business, meetings are essential tools for planning and discussing profitable opportunities. As a leader, you will have opportunities to organize meetings and speak in front of groups of various sizes. How well you accept this exciting challenge influences your personal and career success. More than ever, business success hinges upon people skills, such as a person’s speaking ability. Your ability to communicate ideas and interact positively with others makes you a truly effective leader.



Bridging the Gap Between Potential and Performance

Since 1966, Leadership Management Institute™ has been bridging the gap between potential and performance by helping organizations and individuals evaluate their strengths and opportunities through implementation of the unique and proven LMI Process™.

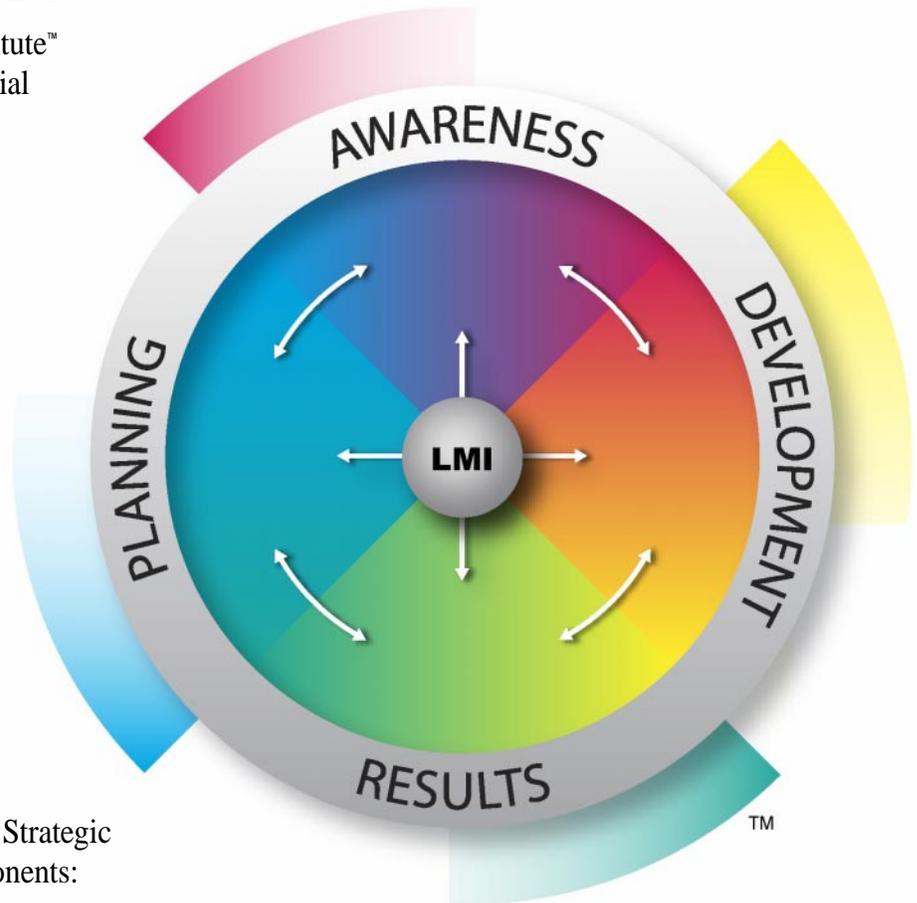
The LMI Process™ ...

- Develops leaders who, in turn, empower their people to use their untapped talents and abilities.
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- Gives direction to an effective solution and delivers measurable results.
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The LMI Process™ is designed around a Strategic Development™ model with four vital components:

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