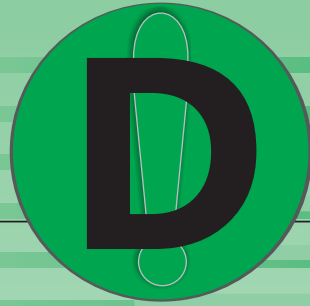


# HIGH D



## BASIC MOTIVATION:

- Challenge
- Choices
- Control

## ENVIRONMENT NEEDS:

- Freedom
- Authority
- Varied activities
- Difficult assignments
- Opportunity for advancement

## RESPONDS BEST TO A LEADER WHO:

- Provides direct answers
- Sticks to business
- Stresses goals
- Provides pressure
- Allows freedom for personal accomplishment

## NEEDS TO LEARN THAT:

- People are important
- Relaxation is not a crime
- Some controls are necessary
- Everyone has a boss
- Verbalising conclusions helps others understand them better

# HIGH I



## BASIC MOTIVATION:

- Recognition
- Approval
- Popularity

## ENVIRONMENT NEEDS:

- Prestige
- Friendly Relationships
- Opportunities to influence others
- Opportunities to inspire others
- Chance to verbalise ideas

## RESPONDS BEST TO A LEADER WHO:

- Is a democratic leader and friend
- Provides social involvement outside of work
- Provides recognition of abilities
- Offers incentives for risk-taking
- Creates an atmosphere of excitement

## NEEDS TO LEARN THAT:

- Time must be managed
- Too much optimism can be harmful
- Listening is important
- Tasks must be completed
- Accountability is imperative

# HIGH S



## BASIC MOTIVATION:

- Security
- Appreciation
- Assurance

## ENVIRONMENT NEEDS:

- An area of specialism
- Identification within a group
- Established work pattern
- Stability within a given situation
- Consistent, familiar environment

## RESPONDS BEST TO A LEADER WHO:

- Is relaxed and amiable
- Allows time to adjust to change in plans
- Serves as a friend
- Allows people to work at their own pace
- Clearly defines goals and means of reaching them

## NEEDS TO LEARN THAT:

- Change provides opportunity
- Friendship isn't everything
- Discipline is good
- It is all right to say, 'No!'
- Being a 'servant' does not mean being a 'sucker'

# HIGH C



## BASIC MOTIVATION:

- Quality answers
- Excellence
- Value

## ENVIRONMENT NEEDS:

- Clearly defined tasks and explanations
- Sufficient time and resources to accomplish tasks
- Team participation
- Limited risks
- Assignments that require planning and precision

## RESPONDS BEST TO A LEADER WHO:

- Provides reassurance
- Maintains a supportive atmosphere
- Provides an open-door policy
- Defines concise operating standards
- Is detail-oriented

## NEEDS TO LEARN THAT:

- Total agreement is not always necessary
- Thorough explanations are not always possible
- Deadlines must be met
- Taking a calculated risk can be profitable
- There are varying degrees of excellence