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Talent Development Strategies

Track 2 Session 3



Supply Chain  **Forward.**

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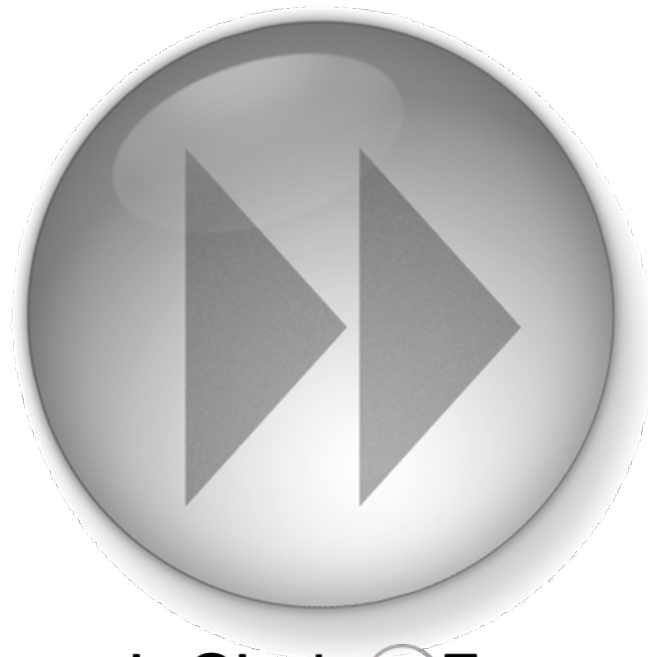
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Abstract

- ▶ **Fostering loyalty, satisfaction, and productivity is no small task; in fact, it's one of the most challenging and important tasks facing every manager. This speaker, a Corporate Psychologist, will help you unlock an understanding of the seven vital Motivational Needs that drive people's behavior. With this knowledge, you'll be able to identify the critical levers of your people and strategize ways to enhance their performance and promote their development.**

Agenda

- ▶ **A model of how development works**
- ▶ **Understanding the 7 Vital Motivational Needs**
 - ◆ **Characteristics of each Need**
 - ◆ **Work implications of Needs most significant to people**
- ▶ **Using the 7 Needs for Development**
- ▶ **Career Development Discussions and Development Planning**
- ▶ **Giving Feedback**
- ▶ **Key Takeaways**
- ▶ **Questions**

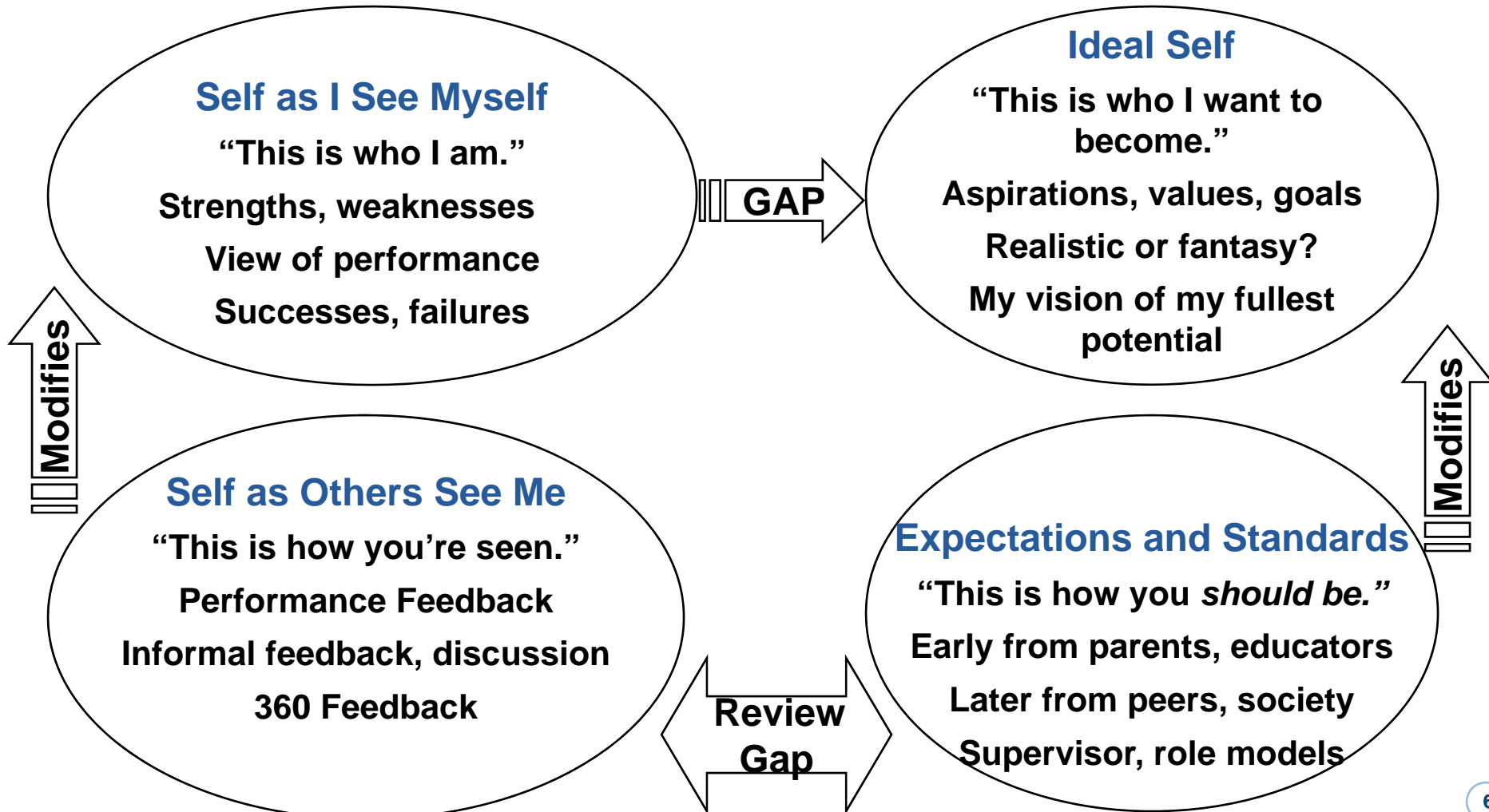


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How Development Works

A Model to Understand Others' Development
(And Your Own)

Understanding Development

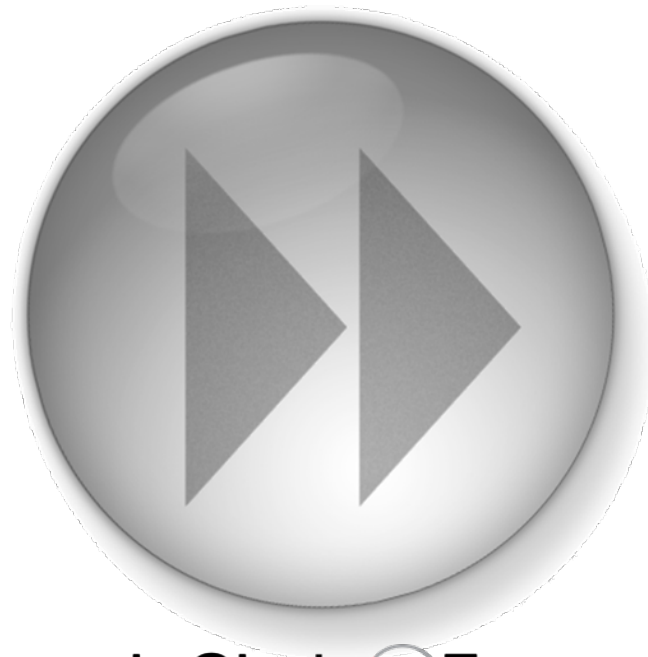


Further Ideas About Development

- ▶ **Motivation comes from having aspirations that are important**
- ▶ **There are *extrinsic*, as well as *intrinsic* motivations**
- ▶ **Sometimes people need to let experience take them along—allow for the *evolution* of development**
- ▶ **Self-awareness is key to motivation *and* development**

Further Ideas About Development

- ▶ **Everyone has Strengths and Weaknesses**
- ▶ **In general, it's easier to “play to one's strengths”**
- ▶ **But knowing, developing, and compensating for weaker areas allows one to optimize**
- ▶ **Curiosity, openness, non-defensiveness, and a desire to learn fuel development**
- ▶ **Development is hard work, and requires focus and discipline**



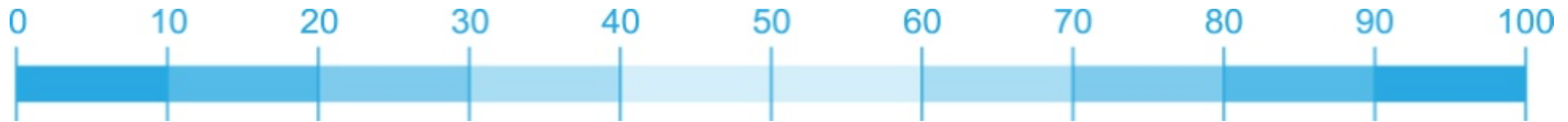
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Understanding the 7 Vital Motivational Needs

The 7 Motivational Needs

- ▶ **Driving forces that influence people's behavior**
- ▶ **Important to everyone, but it's a matter of degree—some Needs are stronger than others for people**
- ▶ **Identifying people's strongest Needs will help you know the critical levers to pull to recruit better, motivate better, and create targeted development plans**
- ▶ **A person's strongest Needs will also help you identify their strengths and developmental areas**

1. Need for Interpersonal Connection



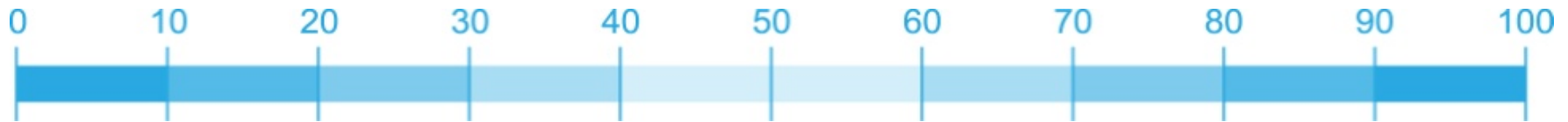
Being liked or accepted not as important. Less concerned about people's feelings; emphasizes tasks and results more than relationships, but sometimes seen as "cold" or "insensitive."

Being liked and accepted is very important. Fosters positive relationships and is friendly, but can be too sensitive to whether someone will like or approve of them or their decisions.

People with Strong Interpersonal Connection Needs Work Best:

- ▶ **In warm, supportive, and friendly work environments**
- ▶ **When they have a manager who takes an interest in their personal lives and interests**
- ▶ **When given feedback about what they do well**
- ▶ **When not regularly dealing with conflict**
- ▶ **When their managers ask about their feelings and respond accordingly**

2. Need for Teamwork vs. Independence



Independent, self-sufficient, has own point-of-view. Prefers freedom of movement, autonomy. Could be a loner, “fiercely independent,” or not accept help.



A natural team player; helpful, supportive, enjoys working with and around others cooperatively. Could be too consensus-oriented or dependent on others.

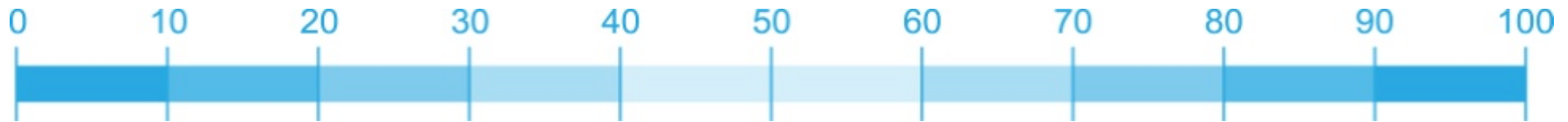
People with Strong Teamwork Needs Work Best:

- ▶ **When the work setting values group activities and team efforts**
- ▶ **When those around them are supportive and not overly competitive**
- ▶ **For managers who give them guidance, suggestions, and coaching**
- ▶ **In companies where mentoring is readily available**

People with Strong Independence Needs Work Best:

- ▶ **When given the opportunity to carry out tasks under their own direction with minimal interference**
- ▶ **For managers who do not tightly manage them, but who encourage their individualism**
- ▶ **In companies where teamwork is not the dominant style of work**
- ▶ **For managers who allow flexible work options, e.g., scheduling**

3. Need for Security



Spontaneous, dislikes restriction, willing to take risks, likes change and variety. Can be impatient, not well-controlled, too reactive.

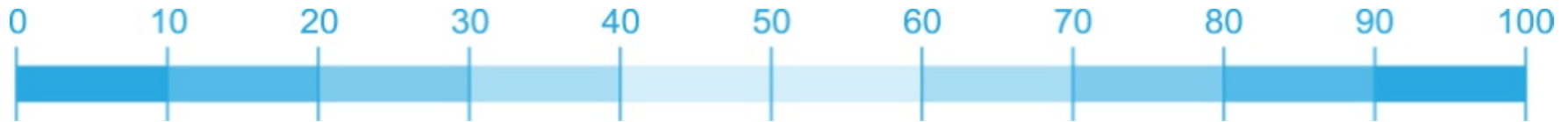


Steady, responsible, even-keeled, seeks stability and security. Can be overly cautious or self-inhibited.

People with Strong Security Needs Work Best:

- ▶ **In predictable and structured work environments**
- ▶ **When they are able to have control over situations and master their work**
- ▶ **In settings that are not highly change-oriented**
- ▶ **For managers who provide clear structure, objectives, and details**
- ▶ **For managers who are steady and not reactive**

4. Need for Assertive Leadership



Does not seek out positions of power or leadership; will let others take the lead. A good follower, may not “step-up” when leadership required.

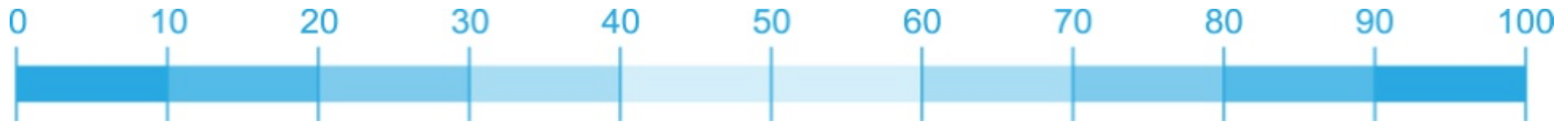


Seeks out positions of power, authority, and leadership. Likes impact, has a dominant and assertive style. Could be overly dominant or aggressive.

People with Strong Assertive Leadership Needs Work Best:

- ▶ **When given the opportunity to lead others and have responsibility for team efforts**
- ▶ **In environments where they can drive change, be persuasive, make important decisions, and push others**
- ▶ **When they are able to have a direct impact on the business and an influence on others**
- ▶ **For a manager who does not over-power them, but who backs their leadership**

5. Need for Intellectual Expression



A doer—practical, common-sense, end-goal oriented, likes action. Less interested in ideas for own sake. May not fully think things through; may be bored with strategy or complexity.

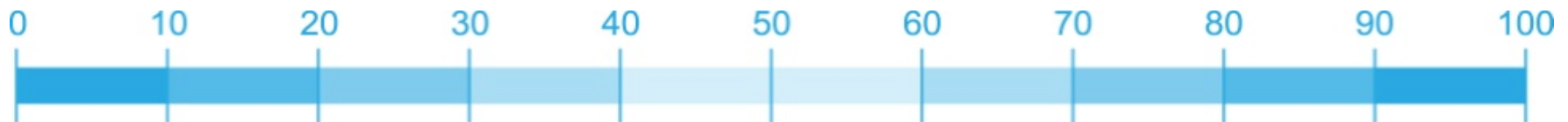


Sees self as intellectually capable; often analytical, thoughtful, intellectually rigorous; a good critical thinker. Could lean on ideas rather than action.

People with Strong Intellectual Expression Needs Work Best:

- ▶ **When they are able to engage in mentally stimulating and challenging tasks**
- ▶ **In company cultures where innovation and strategic thinking is valued**
- ▶ **For managers who assign them breadth of responsibilities and tasks that suit their intellectual capabilities**
- ▶ **Where time is available to think through complicated situations rather than constant need for action**

6. Need for Expertise and Recognition



Genuinely humble, unselfish, putting others first, not self-indulgent. Not as responsive to social pressure. Straightforward, informal. Confidence can fluctuate, may not feel he/she “measures up.”

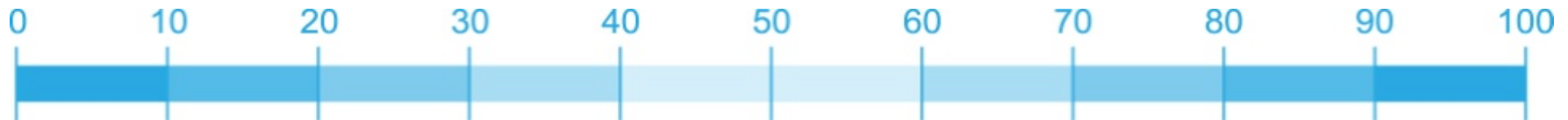


Takes pride in self, sets high standards, competitive with self. Seeks respect and recognition. A networker, enjoys relationships. Confident, but could be over-confident or arrogant. Could be too sensitive to criticism.

People with Strong Needs for Expertise and Recognition Work Best:

- ▶ **When they are in environments that allow them to challenge themselves and set significant goals**
- ▶ **When compensation and benefits match their expectations**
- ▶ **In companies that take genuine pride in their products, services, and values**
- ▶ **For managers who give positive feedback, praise, and respect for their expert status, while being attuned to their sensitive pride**

7. Need for Achievement



**Relaxed about competition,
less personally ambitious,
dislikes “win-lose” situations.
More selective with goals.
Cautious, less comfortable
with risk, wants to be treated
fairly, not exploited.**



**Highly competitive, energetic,
driven about goals,
ambitious. Quick to identify
and seize opportunities.
Could be impulsive, too quick
to react. Could be overly
competitive, results at any
cost.**

People with Strong Needs for Achievement Work Best:

- ▶ **When there is an entrepreneurial spirit in the company, including performance rewards**
- ▶ **When they are able to set stretch goals, have a variety of challenges, and directly compete with others**
- ▶ **For managers who help them create a development plan and consider them for larger roles**
- ▶ **In fast-paced, results-oriented companies**

Using the 7 Needs for Development

- ▶ **Conduct an assessment of your own most significant Needs**
 - ◆ Rank them from most important to least important
- ▶ **Conduct an assessment of individual members of your team**
 - ◆ Use your knowledge of them to rank Needs from most important to least important
 - ◆ Have your team also rank their Needs

Using the 7 Needs for Development

- ▶ **Focus on their top 3 or 4 Needs**
 - ◆ How are you currently meeting them?
 - ◆ What else can you do to address them?
- ▶ **Based on their top 3 or 4 Needs**
 - ◆ Identify their key strengths
 - ◆ Identify their important developmental areas
- ▶ **Use this information to start a career development discussion**

Career Development Discussions and Plans

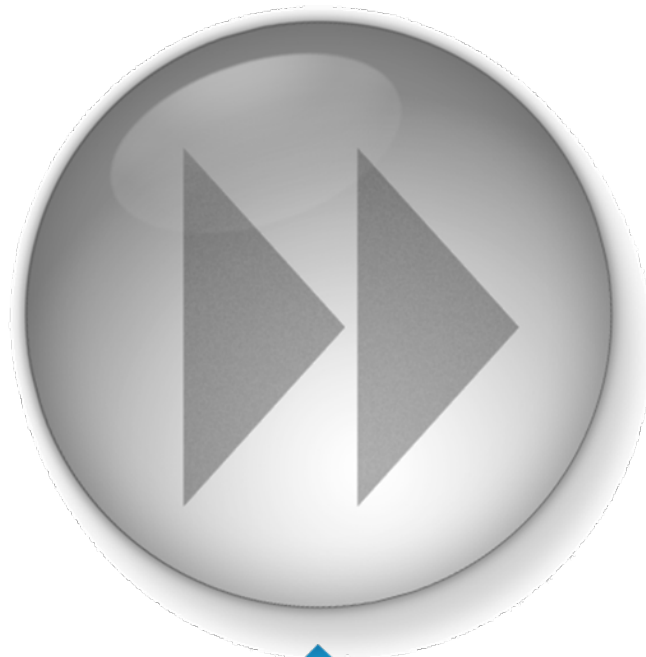
- ▶ **The overall goal is to use open-ended questions to reveal a person's self-concept and aspirations**
- ▶ **Please refer to handout for sample questions**
- ▶ **Construct a development plan with identified goals, timeline, required actions, and measures of progress**
- ▶ **Revisit development plan at regular intervals with these individuals**

Some Thoughts on Giving Feedback

- ▶ **Most people like to receive feedback**
- ▶ **Giving constructive, targeted feedback is a challenging skill**
- ▶ **When people receive specific, personally meaningful, and actionable feedback, they feel more motivated to perform**
- ▶ **Keep in mind the 7 Needs when crafting feedback**

Key Takeaways

- ▶ **Development is a multifaceted process that involves a person's self-concept, aspirations, others' views of them, and external expectations and standards**
- ▶ **Understanding and identifying people's strongest Motivational Needs can assist in selection and retention efforts—these Needs should also be considered in the context of the company culture**
- ▶ **Conducting career development discussions, constructing development plans, and providing regular, meaningful feedback will contribute to greater satisfaction and enhanced performance of your team**



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Questions?