
CAUSING
OTHERS
TO WANT
YOUR
LEADERSHIP
...for Administrators

STUDY GUIDE

A professional growth opportunity providing
individual or group reflection and analysis

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2 Understanding Human Behavior

1. The chart below will become very important to your leadership over the years to come. First you must remember that you do not lead groups of people, you lead individuals in groups. Every individual is motivated by both primary and secondary needs all of the time. You, too, are motivated by these needs. If your needs are in conflict with those of the individuals you are trying to lead, conflict with those being led is inevitable. Second, as the leader, you are the one who will have to adjust so that the person(s) you are leading will want to follow your leadership.

Use the chart below to first do a self-assessment. Then assess a person with whom you are having difficulty. Analyze how your profiles are causing conflict. For instance, under the primary needs, if you approach this person right before lunch, your conflict could be made worse because you both may have the need for food. Or, if your profiles show that you both have a strong secondary need for power, you may inevitably be engaged in a power struggle without recognizing it. (You can also use this chart to analyze your relationship with someone with whom you work well.)

Understand Yourself First



Primary Needs

	1. Rarely affects my attitude or actions	2. Sometimes affects my attitude or actions	3. Often affects my attitude or actions	4. Always affects my attitude or actions
Hunger				
Thirst				
Sex				
Air				
Rest				
Escape Pain				
Eliminate Waste				

Secondary Needs

	1. I have a low level of motivation to meet this need	2. I have a moderate level of motivation to meet this need	3. I have an above average level of motivation to meet this need	4. I have a very high level of motivation to meet this need
Gregariousness				
Aggression				
Affiliation				
Inquisitiveness				
Achievement				
Power				
Status				
Autonomy				

**Understand a Teacher/Colleague/Parent
You Are Trying to Lead**



Primary Needs

	1. Rarely affects this person's attitude or actions	2. Sometimes affects this person's attitude or actions	3. Often affects this person's attitude or actions	4. Always affects this person's attitude or actions
Hunger				
Thirst				
Sex				
Air				
Rest				
Escape Pain				
Eliminate Waste				

Secondary Needs

	1. Person exhibits a low level of motivation to meet this need	2. Person exhibits a moderate level of motivation to meet this need	3. Person has an above average level of motivation to meet this need	4. Person has a very high level of motivation to meet this need
Gregariousness				
Aggression				
Affiliation				
Inquisitiveness				
Achievement				
Power				
Status				
Autonomy				

