

### Theirs

Now let's get to what the other person needs—his inner feelings and hungers. Let's look at our example—Mike—again. But before we do, to get a more spontaneous response, fill out your half of the NEEDS chart *and* your opposite number's. Don't read Mike's till you do.

YOU (Exec)	THEY (Mike)
	NEEDS
	<ol style="list-style-type: none"> <li>1. Need to know I can do it.</li> <li>2. Need reassurance that the Exec hasn't lost faith in me.</li> <li>3. Need to still feel a valued part of team.</li> <li>4. Need to be sure peers don't find out.</li> </ol>

You can see how readily that new approach shown earlier—the constructive problem-solving approach—would fulfill Mike's needs.

Creating this side of the chart, the Achiever Exec can tune into Mike's emotional undercurrents. Comparing both sets of Goals and becoming more aware of his/her Emotional Needs as well as Mike's, that Exec can now see the challenge: His/her instinctive approach, in this case based on the task-oriented no-nonsense Achiever personality, needs to add some sensitivity to Mike's very different Needs in order to be successful in accomplishing his/her Goals. He/she could try to add the following to a typical Achiever directive:

ACHIEVER EXEC: "Listen, Mike. Let me tell you *why* I need those reports on time. Actually the whole team does. Your reports are an integral part of how we get the work out of our department. When they're late ..."

By telling Mike *why* he needs the reports on time, what *effect* their lateness has, how *important* Mike's contribution is to the whole team effort, he not only bolsters Mike's self-esteem and team membership but—more importantly—since he's working from knowing Mike's needs as well as his own, he can provide a major motivation for Mike to shape