

the watch, the car, the fur coat, the title, the corner office—but there are some basic common denominators most everyone agrees give us status.

Most of the time, we look to *others* to give us our status, our identity, measuring ourselves through the eyes of our beholders. Therefore, our need for status imbues *other people* with power—power they don't even know they have since we have *secretly* given it to them. This creates a dependency on others, like the people we work with, and makes us see them as having the power to grant or withhold esteem.

You also become the guardian of a secret—the secret of worrying about how *much* respect and appreciation they're giving you, how they see you, what they think of you. Consider the stress *that* creates in your relationship with the company, your boss, your co-workers, or those who work under you.

The need to perform in order to get and keep your sense of identity places major importance—and therefore stress—around how you present yourself and how you communicate who you are and what you want, to those "powerful" others.

Usefulness

Feeling that we are an integral part of an ongoing process is vital to all of us. It says something we all need to know—"I matter. " Knowing that your contribution is real and valuable, even unique and crucial, is a major issue in your daily work.

That sense of personal worth and contribution makes us all continue to put out effort and stay committed. Without it, jobs become anonymous, rote, and tedious. Because usefulness is so important to you, you will keep looking for such affirmation. But it's very hard to come by since everyone else is interested in themselves and what affirmation of their usefulness *they're* getting.

Affection/Acceptance

The age-old need—to be liked, affirmed, and accepted by the group—is surely vital in the workplace. We each define the "group" differently, but the need remains. It stays buried at the bottom of whatever seemingly serious, objective pursuit we enter into with others.

Though the size of the hunger and how we feed it may vary, it's a basic force in all of us; so basic that babies in institutions—deprived of expressions of warmth and affection—do not develop and can actually die from its lack.