

THE
8 NEEDS
METHOD

**Leadership
Diagnostic Report**

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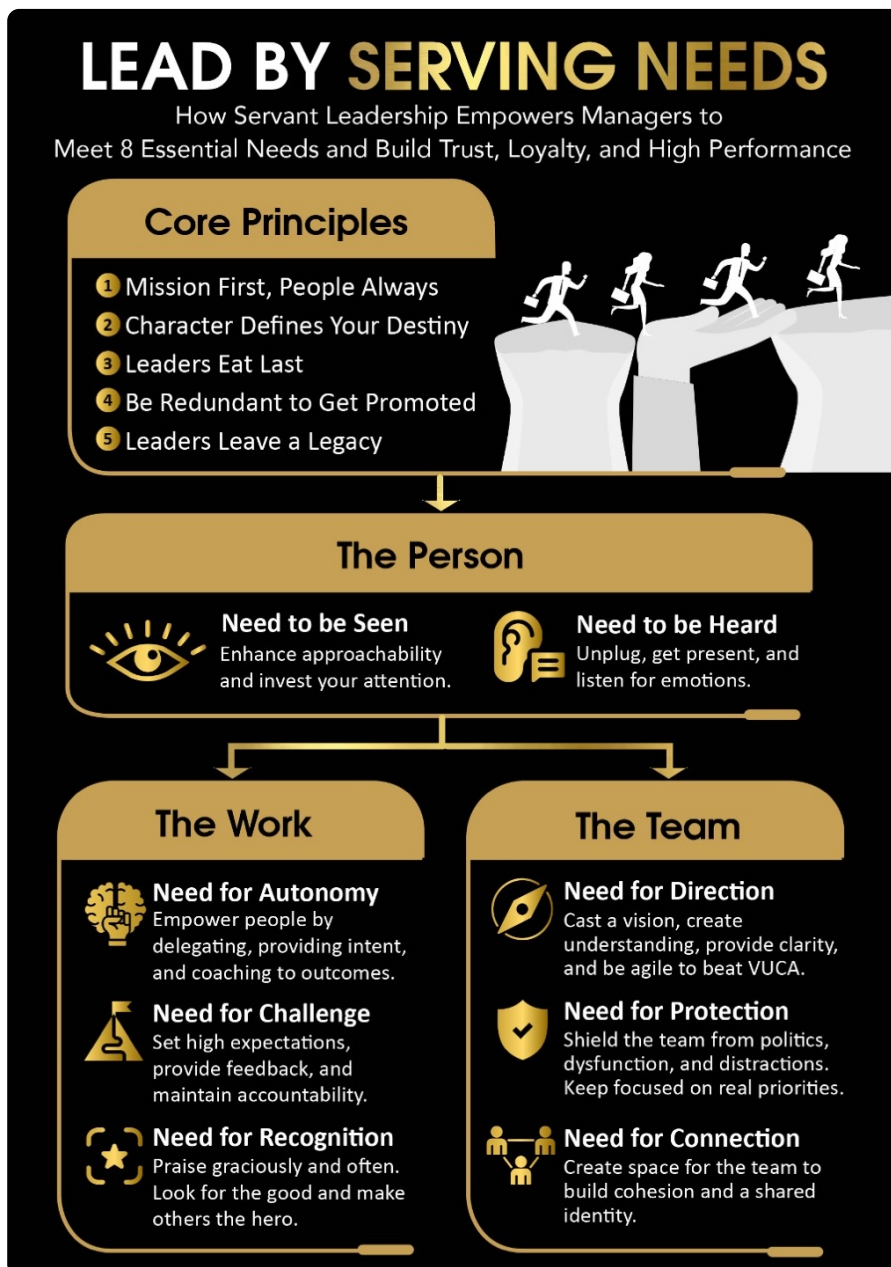
Understanding the Eight Needs

Before the results, a quick orientation to what this diagnostic measures.

Great leadership is **experienced, not intended**. People decide whether to trust, engage, and give their best based on whether a handful of essential needs are consistently met. The 8 Needs Method™ measures eight of them — across the person you lead, the work they do, and the team they belong to — all resting on five Core Leadership Principles and a foundation of character. This report shows how consistently you meet those eight needs — both as **you** experience your own leadership and as **your team** experiences it. The gap between those two views is often where the most valuable insight lives.



This framework is drawn from the book *Lead by Serving Needs — How servant leadership empowers managers to meet eight essential needs and build trust, loyalty, and high performance* by David Spungin. **Available on Amazon.**



1 Executive Summary

A coaching read of how your team experiences your leadership — what is working, what is getting in the way, and where to start.

Overall snapshot. Your results suggest that several important needs are not being met as consistently as they could be right now. That can be hard feedback, but it is useful — people experience leadership through everyday habits, not intentions. The encouraging part is that your team clearly values your drive, your steadiness under pressure, and your coaching. There is a real foundation to build on.

Greatest strengths. Your steadiest areas are Challenge, Autonomy, and Protection. People feel trusted to own their work, stretched to grow, and reasonably supported. Their own words back this up: they describe a leader who keeps them moving in the right direction, stays calm when things get hard, and coaches them toward higher levels.

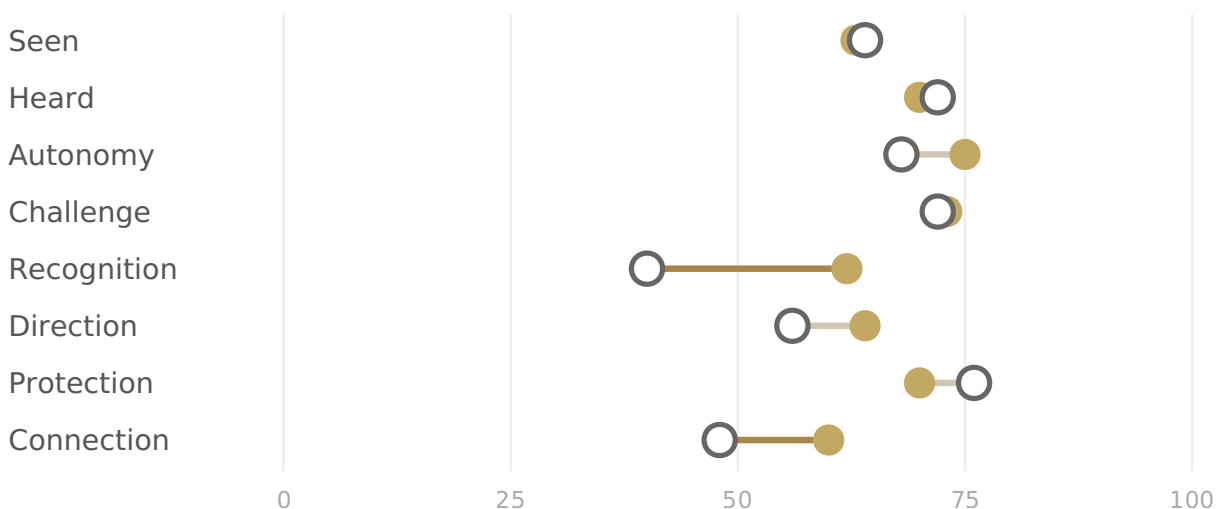
Greatest opportunities. The biggest opportunities are Recognition, Seen, Direction, and Connection. People do not consistently feel appreciated for their effort, known as individuals, clear on priorities, or connected as a team. These are the quieter needs that erode engagement when they go unmet — and small, consistent changes here would lift the whole experience.

Pattern insights. Two patterns stand out. *High Challenge with low Recognition*: people feel pushed to grow but not always appreciated along the way — your team literally asks you to pause and celebrate wins. And *low Recognition with low Connection*: when people do not feel valued or that they belong, engagement and trust weaken together.

BLIND SPOTS & HIDDEN STRENGTHS

The most striking finding is that your team rates you **noticeably higher than you rate yourself** in Recognition and Connection. You may be underestimating the appreciation and belonging you create. There were no blind spots across the Eight Needs — if anything, you are harder on yourself than your team is.

Self vs. team by need (hollow = your rating, gold = team experience):



○ Your rating ● Team experience | line length = the gap between them. Line color: **gold** = hidden strength (team rates you higher), **dark** = blind spot (you rate yourself higher), gray = aligned.

RECOMMENDED FOCUS

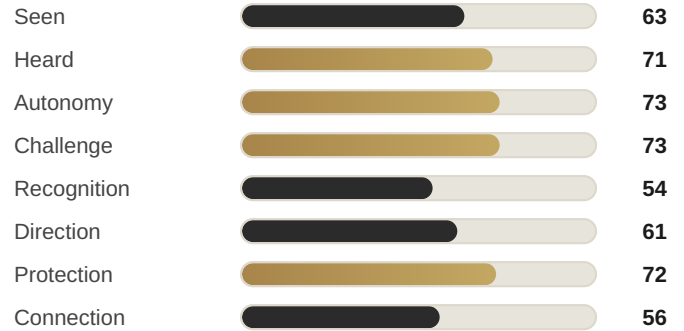
If you change one thing first, make it **Recognition**. It is your lowest area, it is a hidden strength you under-credit yourself for, and your team explicitly asks for it — to celebrate progress and acknowledge effort. Specific appreciation, given consistently, ripples directly into how seen and connected people feel.

2 The 8 Needs Index

The composite leadership score and its component parts — the baseline a re-assessment will be measured against.



NEED SUB-SCORES (COMPOSITE, 0-100)



The team-weighted average of the eight needs. 65 places this leader in the developing band — clear strengths to build on, and a few high-leverage areas to address.

Need	Self	Team	Gap	Composite
Seen	64	63	+2	63
Heard	72	70	+2	71
Autonomy	68	75	-7	73
Challenge	72	73	-1	73
Recognition	40	62	-22	54
Direction	56	64	-8	61
Protection	76	70	+6	72
Connection	48	60	-12	56

Composite = (Self × 35%) + (Team × 65%). Gold bars sit at or above the healthy line; charcoal bars mark the development zone.

Integrating Character to Score Overall Leadership Impact

<p>Leadership Effectiveness</p> <p style="font-size: 24pt; font-weight: bold; color: #8B4513;">65</p> <p>How consistently you meet the Eight Needs of your team — the team-weighted average of the eight need scores (Self 35% / Team 65%). The headline measure of day-to-day leadership.</p>	<p>Character Score</p> <p style="font-size: 24pt; font-weight: bold; color: #8B4513;">67</p> <p>How your character is experienced — six traits (integrity, reliability, accountability, care, grit, self-discipline), adjusted for self-orientation. Reflects credibility and trust.</p>	<p>Leadership Impact</p> <p style="font-size: 24pt; font-weight: bold; color: #8B4513;">66</p> <p>The overall picture: Effectiveness (70%) + Character (30%). One summary number combining capability and credibility.</p>
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3 The Eight Needs Profile

Each need, as your team experiences it. Scores drive the read; the words describe the lived experience.

LOW

Seen **63**

"I am known."

Self 64 · Team 63 · Gap +2 · Composite 63

People may not consistently feel known by you beyond the work they do. Interactions can feel focused on tasks, deadlines, and performance, with little sense of personal connection.

When people do not feel seen, they start pulling back. They share less, contribute less, and become less willing to bring their full selves to work. Over time, the relationship becomes functional rather than meaningful.

Your score suggests there may be people on your team who feel more like a role than a person. Even if they respect you, they may not feel personally connected to you.

The good news is that people do not need constant attention to feel valued. A few moments of genuine curiosity and interest can have a bigger impact than most leaders realize.

MODERATE

Heard **71**

"I am understood."

Self 72 · Team 70 · Gap +2 · Composite 71

People generally feel comfortable talking with you, but they do not always leave conversations feeling fully understood. Some people feel heard consistently, while others may feel that discussions move quickly toward solutions or decisions.

One of your strengths is that you are approachable. People are generally willing to bring concerns, ideas, and questions to you because they believe you care about what they have to say.

The opportunity is consistency. Certain voices may naturally receive more attention than others. Some people are easier to connect with, more vocal, or more familiar. Over time, others may begin sharing less because they are not experiencing the same level of engagement.

Listening is not measured by how much information you receive. It is measured by how understood people feel when they leave the conversation.

MODERATE

Autonomy **73**

"I am trusted and capable."

Self 68 · Team 75 · Gap -7 · Composite 73

People experience a mix of trust and oversight from you. In some situations they feel empowered to make decisions and take ownership. In others, they may feel the need to check in frequently or seek approval before moving forward.

One of your strengths is that you understand the value of empowerment. You likely want people to think for themselves rather than depend on you for every answer.

The opportunity is consistency. When pressure increases or the stakes feel higher, you may become more involved than necessary. While that often comes from a desire to help, it can unintentionally reduce ownership.

People gain confidence by making decisions, not by watching leaders make them. The more consistently ownership is delegated, the more consistently it grows.

MODERATE

Challenge 73

"I am growing."

Self 72 · Team 73 · Gap -1 · Composite 73

People experience growth under your leadership, but not always at the same level. Some employees feel stretched and developed, while others may feel comfortable for long periods of time.

One of your strengths is that you care about helping people improve. You likely recognize potential in others and want them to continue growing.

The opportunity is consistency. Development conversations can easily take a back seat to day-to-day demands. When that happens, growth becomes something that happens occasionally rather than intentionally.

People rarely grow by accident. The best leaders make development part of the job, not something extra that happens when time allows.

LOW

HIDDEN STRENGTH

Recognition 54

"I am valued."

Self 40 · Team 62 · Gap -22 · Composite 54

People may not consistently feel appreciated for the effort and contribution they bring to the team. Good work may be expected, but not always acknowledged.

When people do not feel valued, motivation starts to fade. They may continue doing their job, but they often stop bringing the same level of energy, creativity, and commitment.

Your score suggests that recognition may be happening less often than people need. As a result, employees may be questioning whether their effort is noticed or whether it really matters.

People do not need applause every day. They do need to know their work makes a difference.

LOW

Direction 61

"I have clarity and confidence."

Self 56 · Team 64 · Gap -8 · Composite 61

People may not consistently feel clear about priorities, expectations, or where the team is headed. They may spend more time figuring out what matters than actually executing against it.

When direction is unclear, confusion fills the gap. Different people move in different directions, priorities compete with one another, and avoidable mistakes become more common.

Your score suggests there may be uncertainty on the team that you do not fully see. Employees often hesitate to admit they are unclear because they assume everyone else understands.

People perform better when they know where they are going and what success looks like when they get there.

MODERATE

Protection 72

"We can thrive here."

Self 76 · Team 70 · Gap +6 · Composite 72

People generally feel supported by you, but they do not always feel the same level of safety in every situation. Some conversations feel open and constructive, while others may create uncertainty about how concerns or mistakes will be received.

One of your strengths is that you care about people and want them to succeed. Most employees likely view you as supportive and fair.

The opportunity is consistency. During stressful situations or difficult conversations, people may become less certain about how safe it feels to speak openly. As a result, they may start filtering what they share.

People do not hide problems because they want to. They hide problems because they are unsure what will happen if they don't.

LOW

HIDDEN STRENGTH

Connection 56

"We belong together."

Self 48 · Team 60 · Gap -12 · Composite 56

People may not consistently feel connected to the team, the mission, or one another. They may see themselves as individuals working alongside each other rather than part of something larger.

When connection is weak, collaboration becomes harder. People focus on their own responsibilities, communication becomes more transactional, and trust develops more slowly.

Your score suggests there may be employees who feel isolated, disconnected, or unsure where they fit within the broader team. Work still gets done, but the culture often feels fragmented.

People are more willing to support each other when they feel they belong to something together.

4 The Character Equation

The leadership X-ray — six character traits, tempered by how outward-focused your attention is.

THE SIX TRAITS (0-100)



The strong core. People experience real integrity and self-discipline — you keep your word and stay composed under pressure, and your team names that calm directly.

The growth edge. Accountability is your lowest trait, and you rate yourself notably higher than your team does on integrity, accountability, and care. That gap usually means follow-through, ownership, and demonstrated care are not landing as consistently as you intend — worth getting curious about.

SELF-ORIENTATION



Other-focused (Selflessness 68 / Self-Orientation Risk 32). You largely lead for the team — and your team asks you to make that even more visible, especially in standing up for them.

$$\text{Leader's Character} = \frac{I + R + A + C + G + D}{S}$$

Integrity
Reliable
Accountable
Caring
Grit
Disciplined

S

Self-Orientation

Character Capacity is the average of the six traits; higher Self-Orientation reduces the overall Character Score.

WHAT EACH TRAIT MEANS

Integrity — Your actions match your commitments, values, and promises.

Reliability — People can count on you to show up and behave consistently.

Accountability — You own your decisions, mistakes, and results instead of assigning blame.

Care — You genuinely want others to succeed and invest in their growth.






Grit — You persevere and stay committed through setbacks and adversity.

Self-Discipline — You govern your emotions, habits, and standards, especially under pressure.

Self-Orientation — How outward-focused you are: putting the team's interests ahead of personal recognition, status, or convenience.

5 The Five Principles

The Five Core Principles are interpretive lenses — not separately measured, but derived from your needs and character to show the leadership philosophy your results reflect.

Mission First, People Always		69
Drive results and care for people at the same time. They are not competing priorities.		
Character Defines Your Destiny		67
Trust, credibility, and lasting influence are built on character, not just skill.		
Leaders Eat Last		65
Put the team's needs ahead of personal recognition, comfort, or status.		
Be Redundant to Get Promoted		70
Build people who can succeed without you; create leaders, not dependence.		
Leaders Leave a Legacy		66
Leadership is measured by what remains — people, culture, and future leaders — after you are gone.		

WHAT YOUR PRINCIPLES SUGGEST

Your principles cluster in the high-60s — a developing, reasonably balanced leadership philosophy. **Be Redundant to Get Promoted** and **Mission First, People Always** are your steadiest: your coaching and drive are already building capability in others. **Leaders Eat Last** is the growth edge — it is the most sensitive to recognition and to visibly putting the team first, which echoes your lowest needs. Strengthening recognition and everyday presence would lift this principle the most, and with it the trust your team extends to you.

6 Blind Spots & Hidden Strengths

Your results do not indicate any significant blind spots across the Eight Needs. This suggests that your perception of your leadership is generally aligned with the experience reported by others. While every leader has opportunities for growth, alignment between self-perception and employee experience is an important indicator of self-awareness. Leaders who accurately understand how they are experienced are often better positioned to make meaningful adjustments because they are working from a more accurate picture of reality. The absence of significant blind spots does not mean development is complete. Rather, it suggests that future growth can be focused less on discovering unseen gaps and more on strengthening consistency, deepening strengths, and addressing opportunities that are already visible to you.

Hidden Strengths

Hidden strengths occur when others experience your leadership more positively than you perceive it yourself. These results suggest there may be areas where you are creating meaningful value, trust, or impact without fully recognizing the extent of your influence. Many leaders underestimate their strengths because they focus their attention on what still needs improvement. As a result, they may overlook leadership behaviors that are already having a positive effect on others. The hidden strengths identified below represent opportunities to build greater confidence, leverage existing capabilities, and intentionally expand the impact you are already creating.

HIDDEN STRENGTH

Recognition

Self 40 · Team 62 · Gap -22

You may be more encouraging than you give yourself credit for. While you may feel you do not recognize people often enough, your team appears to experience more appreciation than your self-assessment suggests.

Many leaders remember the recognition they forgot to give. Employees tend to remember the recognition they received.

This matters because feeling valued has a powerful effect on motivation. People are more likely to stay engaged when they know their effort matters.

The opportunity is to recognize that your appreciation is already making an impact. What feels like a small comment to you may stay with someone much longer than you realize.

HIDDEN STRENGTH

Connection

Self 48 · Team 60 · Gap -12

You may be creating a stronger sense of belonging than you realize. While you likely see areas where relationships could be stronger, your team appears to feel more connected than your self-assessment reflects.

Many leaders focus on the relationships that need work. Employees often focus on whether they feel included, supported, and part of something meaningful.

This matters because connection strengthens trust, collaboration, and commitment. People tend to give more to a team when they feel like they truly belong.

The opportunity is to recognize connection as one of the strengths you are already creating. What feels ordinary to you may be helping others feel like they are part of something bigger than themselves.

7 Leader Shadow Profile

Your results do not indicate any significant shadow patterns at this time. This suggests that your strongest leadership behaviors are generally being expressed in a balanced and effective way. While every leadership strength carries potential risks when overused, your results do not currently point to any areas where those risks appear especially pronounced. This does not mean shadow patterns cannot emerge in the future. Leadership challenges often change as responsibilities increase, teams grow, and circumstances evolve. Continued self-awareness and feedback from others remain important safeguards against the unintended consequences of overusing even the most effective strengths. The goal is not to eliminate shadows. The goal is to remain aware of them so that your strengths continue creating value rather than unintended limitations.

8 Voice of the Team

The team, in their own words. These are the recurring themes from the anonymous open-ended responses, with a few representative comments. Read for patterns rather than single comments — this is the team's perspective, offered for reflection.

1 · What could the leader do differently to improve your experience?

Theme summary

- Be more present and accessible — engagement feels stretched thin.
- Lead by example — model what you ask of others.
- Advocate for the team with upper management.
- Keep developing and coaching people.

Representative comments

"Be the example more often. He sometimes asks for things he wouldn't do himself."

"It would be nice to have more engagement from him — he is stretched thin."

2 · What should the leader do less often or dial back?

Theme summary

- Rushing to the next task without pausing to celebrate wins.
- Interrupting people in meetings.
- Being less available during the day.

Representative comments

"Sometimes he'll just move to the next task when we've worked really hard. We rarely celebrate anything."

"Stop interrupting people in meetings."

3 · What does the leader do well that they should continue?

Theme summary

- Drive and direction — getting the team aligned and moving.
- Warmth — making people feel welcome.
- Staying calm and thinking clearly under pressure and in conflict.
- Coaching people toward higher levels.

Representative comments

"Keep coaching us to higher levels. We want to learn more from him."

"When things get tough, he stays calm and thinks through the situation to find the best path."

A PATTERN WORTH NOTICING

The team's requests — celebrate wins, be more present, model the standard — point straight at the lowest needs (Recognition and Seen), while what they ask you to keep — coaching, calm, and drive — are real strengths to build from.

9 Development Priorities

Leadership development is not about fixing everything at once. It is about identifying the few behaviors that will create the greatest positive impact for the people you lead. The development opportunities in this section are designed to help you strengthen your ability to meet the Eight Needs. They are not intended to be a checklist to complete or a judgment of your current effectiveness. Instead, think of them as practical leadership practices that can help you build greater trust, engagement, ownership, and performance over time. As you review these recommendations, resist the urge to focus on all of them. The most effective leaders identify one or two areas for improvement, apply them consistently, and build new habits through repetition and practice. Leadership growth rarely comes from knowing more. It comes from doing a few important things more consistently. Consider which recommendations resonate most strongly with your current challenges, goals, and leadership responsibilities. Those are often the best places to start.

PRIORITY 1

Recognition

Focus area. Help people feel valued through meaningful appreciation and acknowledgment.

Success looks like. People know their contributions matter and understand which behaviors are valued and encouraged.

Reflection questions

- *Who on my team consistently goes above and beyond but may not receive enough recognition?*
- *Do I recognize effort, growth, and character as often as I recognize results?*
- *How would my team describe the way I show appreciation?*
- *Are there individuals whose contributions I may unintentionally overlook?*
- *If someone worked for me for a year, would they clearly know that I value their contribution?*

Development practices

- **Catch People Doing Something Right.** Look for opportunities every day to acknowledge positive behaviors, not just results.
- **Make Recognition Specific.** Replace generic praise with detailed observations about what was done well and why it mattered.
- **Recognize More Than Results.** Acknowledge effort, growth, teamwork, sacrifice, initiative, and character in addition to outcomes.
- **Match Recognition to the Person.** Learn how each individual prefers to receive appreciation and tailor your approach accordingly.
- **Balance Feedback and Appreciation.** Monitor whether people hear from you more often about problems than successes.
- **Share Credit Publicly.** When the team succeeds, highlight specific contributions and give credit where it is due.

PRIORITY 2

Connection

Focus area. Build belonging, trust, teamwork, and shared identity.

Success looks like. People feel they belong to something larger than themselves and are willing to support one another in pursuit of shared goals.

Reflection questions

- *How strong is the sense of trust and belonging across my team?*
- *Who may feel disconnected, isolated, or less included than others?*
- *Are there silos, cliques, or relationship barriers limiting collaboration?*
- *What shared experiences help create connection on my team today?*
- *If a new employee joined the team tomorrow, how quickly would they feel like they belong?*

Development practices

- **Create Connection Rituals.** Establish recurring opportunities for people to interact beyond status updates and task discussions.
- **Reinforce Team Identity.** Regularly communicate who the team is, what it stands for, and how it operates.
- **Celebrate Collective Wins.** Highlight team accomplishments, not just individual achievements.
- **Break Down Silos.** Intentionally connect individuals or groups that rarely work together.
- **Use Shared Challenges.** Give people opportunities to solve meaningful problems together rather than independently.
- **Look for the Outsider.** Pay attention to who may feel disconnected, overlooked, or excluded and take deliberate action to bring them in.

PRIORITY 3

Direction

Focus area. Create clarity, confidence, and alignment.

Success looks like. People know what matters most, where they are headed, and how success will be measured.

Reflection questions

- *If I asked my team to name our top three priorities today, how consistent would their answers be?*
- *Where might people be confused about expectations, priorities, or what success looks like?*
- *How often do I assume clarity instead of confirming it?*
- *When priorities change, how effectively do I communicate the shift?*
- *What is creating the most uncertainty for my team right now, and how can I reduce it?*

Development practices

- **Clarify the Top Three Priorities.** Identify and communicate the three most important priorities each week.
- **Ask for the Playback.** Have employees explain priorities back in their own words to confirm understanding.
- **Connect Work to Purpose.** Regularly explain why the work matters and how it contributes to larger goals.
- **Lead Through Uncertainty.** Clearly communicate what is known, what is unknown, and what the team should focus on next.
- **Decide Before Confusion Grows.** Avoid prolonged ambiguity. Make decisions when enough information exists to move forward.
- **Recalibrate Frequently.** When circumstances change, revisit priorities before assumptions take hold.

10 90-Day Leadership Plan

Three priorities, no more. Run them consistently for 90 days; depth beats breadth.

Priority 1 — Recognition (start here)

Goal. Help people feel genuinely valued — make appreciation specific, timely, and visible.

Actions

- Catch one person doing something right every day and name it specifically.
- Build a 60-second 'win of the week' into your team meeting before moving on.
- After a hard push, stop and acknowledge the effort before starting the next thing.
- Recognize effort, growth, and character — not just results.

Success measures

- People can point to recent, specific recognition they've received.
- The team feels wins are acknowledged, not skipped.
- Recognition feels personal, not routine.

Priority 2 — Connection

Goal. Strengthen belonging and trust across the team, not just one-to-one.

Actions

- Create one recurring ritual for the team to connect beyond status updates.
- Be more present and accessible during the day — protect a visible open window.
- Reinforce who the team is and what it stands for.

Success measures

- More people say they feel part of the team.
- Collaboration and trust improve.
- Fewer people feel they're working alongside each other rather than together.

Priority 3 — Direction

Goal. Create clarity and confidence about priorities and where the team is headed.

Actions

- Name the top three priorities each week and have people play them back.
- Connect day-to-day work to a larger purpose people believe in.
- Recalibrate openly when priorities shift.

Success measures

- People can state the current priorities consistently.
- Less time spent guessing what matters most.
- More confident, aligned execution.