

REECE PYE & ASSOCIATES

# It's All About Needs Driven Leadership!

An infographic with a dark grey background and a white border. At the top, five circular icons with green checkmarks represent positive outcomes: Engagement (handshake), Motivation (person climbing stairs), Trust (thumbs up), Ownership (hand holding a key), and Profits (line graph). Below these, the text 'An Even Better Place to Work™ drives...' is displayed. To the right of the text is a semi-circular gauge with a scale from 20 to 100, colored in a gradient from red to green, with a needle pointing to approximately 95. At the bottom, five circular icons with red X marks represent negative outcomes: Stress (person with a sweat drop), Conflict (two people with a question mark), Staff Turnover (person leaving a group), Sickness (thermometer), and Disputes (two people with a lightning bolt).

Engagement Motivation Trust Ownership Profits

An Even Better Place to Work™ drives...

Stress Conflict Staff Turnover Sickness Disputes

Stress Conflict Staff Turnover Sickness Disputes

Phone: 07701 090245

E-Mail: [reecepye@reecepye.com](mailto:reecepye@reecepye.com) Web: [www.ReecePye.Com](http://www.ReecePye.Com)

## What is the 'Needs Driven Leadership' Approach?

People come to work to have their needs met. If needs are not met, people will feel demotivated, unhappy, moan, criticise and eventually leave - all the things you don't want in a business - all the things that tell you leadership is not working.

So, is leading your people and getting the best from them, about connecting with their needs? It would appear so.

The secret of successful relationships and effective leadership is to treat people the way they need to be treated, not the way we need to be treated.

The key is to a) get feedback on peoples needs easily b) enable leaders with real-time reporting and quick analysis and c) enable managers to know exactly how to act on the feedback and results to build on opportunities and eliminate barriers to success before they become a hindrance or even turn into an unrecoverable a crisis.



## What must we understand about needs?

- Each of us has a unique set of needs
- It's not realistic to expect all our needs to be met
- People with different needs, may negate our needs, often, unconsciously
- If our physical needs (water, food, warmth) are not met, we die.
- If our emotional needs (appreciation, consideration, trust) are not met, we die emotionally (unhappy, depressed, destructive).

## Do unmet needs affect performance?

To the extent that needs are not being met, expect people to be off focus (moaning blaming, criticizing, avoiding work). Research indicates (CIPD) that 12 days a year are lost with people being off focus and this is without absenteeism, disciplinary and grievance cases. If our needs are not met, our energy will go to getting those needs met, distracting us from doing the day job.

## Are individual needs therefore more important than the business needs?

No, the business need always has priority over an individual's needs but successful organisations meet the business need without neglecting the needs of people. In fact they recognise that the energy and motivation needed to achieve organisational goals, is a consequence of employee needs being met.

## What if we can't meet the employee need?

This will often be the case but if we sense willingness from others to meet our needs wherever possible, goodwill is maintained and we are more likely to go the extra mile. It is only when we feel our needs are being dismissed that we are likely to disengage.

If all people hear is management's needs and the business needs, never their needs, expect them to disengage, be demotivated and under-perform. This is why so many internal company surveys fail to get the honest feedback they seek, why so few actually complete them, which gives leadership teams only a partial view of the real story and hence, outcomes and actions by management don't make any meaningful impact.

## Why does 'An Even Better Place To Work™ (BP2W) make such a difference?

BP2W provides you with a measure of your people's needs and a system that allows people to articulate their needs in a positive, undemanding way. Leadership can see exactly where employee engagement is high, low or otherwise and by team, division, region and across the company as a whole. It informs managers and takes the heavy lifting, assumptions and guesswork out of how to conduct needs conversations that transform working relationships.

If people's needs are met at work, they are likely to enjoy coming to work and they will want to be there. Hence, you can expect less absenteeism, reduced staff turnover, less moaning and criticism and of course a subsequent improvement in morale, productivity and profitability. BP2W blends digital capability with human capability that can make for a powerful combination and make any place of work, an even better place to work.

## Typical Case Where BP2W made such a difference?

The Finance Function of The Environment Agency was one of the first Govt departments to trial the BP2W solution and the key gains were as follows:

- They went from one of the lowest employee engagement scores to one of the highest with 82% Proud to be in Directorate (+16%) 82% recommending as an employer (+15%) and 83% Satisfaction + 75% Commitment levels.
- One of the highest rates of sickness absence down to one of the lowest and from an average of 20 people with Bradford scores over 1000 to just two people
- Improved service delivery even with a reduced headcount of 30%
- Average 5-6 grievance cases per annum down to zero
- 10 to 1 return on their investment from these factors alone but added to this, the softer elements are notable too, i.e. happier staff, better relationships between staff and management, more loyalty, commitment and far more effective collaboration.

The great thing is that BP2W enabled The Environment Agency to implement the solution with ease and speed, and without the need for costly consultants or taking people away from doing their day jobs.

Other clients include the likes of Sony, Siemens, Heineken, Shell, TNT, Astra Zeneca, the NHS, Maritime Coastguard and even organisations like the Centre For Nuclear Research.