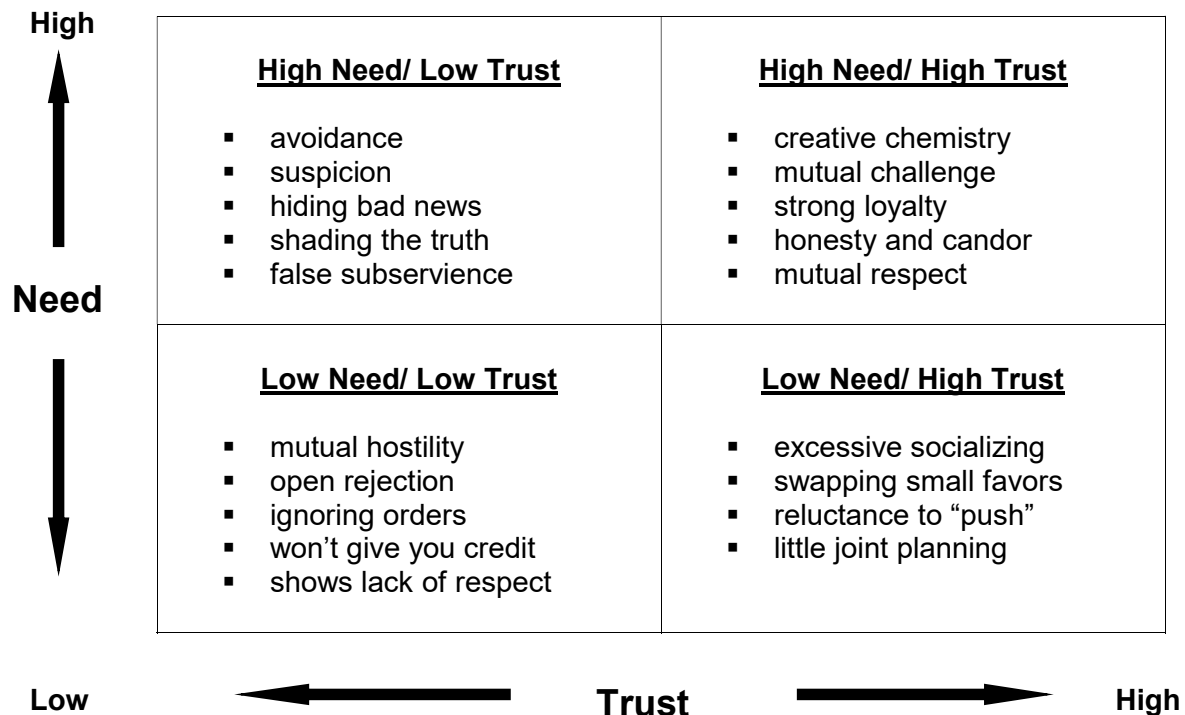


TRUST/NEED MATRIX

As a leader, you need to know what people want from you. This handy tool divides people into four types, based on their level of need and level of trust. It enables you to understand the needs of your direct reports and determine the management style that will work best with them.

Instructions

For each person who reports to you, find the quadrant that best reflects how each person acts and put their initials in that square. Then use the instructions below to develop an appropriate management approach.



You build a sense of need by:

- demonstrating knowledge
- effective teaching
- problem-solving
- judicious use of authority
- fairness
- firmness

You build a sense of trust by:

- clear priorities
- consistency
- empathy/understanding
- demonstrated concern
- personal loyalty
- personal integrity