



Needs and Values Program

According to current research on leadership, the most effective people are those who understand themselves, are aware of the demands of the situation, and then create strategies to meet those needs. Once you complete the assessment, you will begin to see how your unique needs and values give you your success and limit you. At the same time you will become aware that other people have different needs and values, providing new perspectives.

The *Needs and Values Program* begins with the attached assessment tool. This assessment tool is not a test. Your score is not graded and comparisons are not made with other participants.

It will take approximately 30 minutes to complete this assessment. Please find a quiet space with few distractions. Answer each question without spending a lot of time analyzing each question.

The *Needs and Values Program* will help you:

- Identify your top 5 needs
- Gain a better understanding about what drives you
- Determine the steps you might take in getting your needs met
- Identify how the tool can be used as a vehicle for dialogue
- Begin to see that you are your values...what you are naturally drawn to
- Begin to see that living a values based life brings fulfillment and productivity
- Reach your goals more quickly!

Please complete and bring this assessment to our session.

PART I: NEEDS EVALUATION

Definitions:

Needs are conditions, things, and feelings that you must have to be minimally satisfied in life. Often, needs are the things that must be met before you can really “get on” with life. When you have unmet needs, you are usually “bound” or “hooked” by people, events and thoughts; you are more susceptible to being sad, depressed, angry or resentful. *Remember, needs are what you must have, not what you want, prefer or deserve.*

Wants, distinct from needs, are conditions, things or experiences that you feel like you want to have to feel better about your self, life, etc. Wants come from past experiences, upbringing, advertising or unmet needs. When your needs are met, you find that your want list has less of a pull on you. *Remember, Wants are what you want to have, but could actually live without.*

On a scale of 1 to 5, with one being ‘more true’ and 5 being ‘less true,’ how would you rate the following:

SECTION 1

- 1 2 3 4 5 1. I need acceptance from most everyone.
- 1 2 3 4 5 2. I need acceptance from my family.
- 1 2 3 4 5 3. I need acceptance from a particular person.
- 1 2 3 4 5 4. I have a VERY hard time if I am not included in a conversation or event.
- 1 2 3 4 5 5. I have a VERY hard time if I don’t perceive that I am being accepted.

SECTION 2

- 1 2 3 4 5 1. I need to accomplish great things during my lifetime.
- 1 2 3 4 5 2. I need to accomplish something during my lifetime.
- 1 2 3 4 5 3. I need to almost always be engaged with accomplishing something.
- 1 2 3 4 5 4. I have a VERY hard time just relaxing or doing nothing special for several weeks.
- 1 2 3 4 5 5. I have a VERY hard time if I don’t feel like I am accomplishing anything worthwhile.

SECTION 3

- 1 2 3 4 5 1. I need to be acknowledged by most everyone that I help or work with.
- 1 2 3 4 5 2. I need to be acknowledged or complimented when I look good.
- 1 2 3 4 5 3. I need to be acknowledged by only one or just a few of my closest friends.
- 1 2 3 4 5 4. I have a VERY hard time if people don’t sandwich a layer of criticism between two layers of praise.
- 1 2 3 4 5 5. I have a VERY hard time if I don’t get acknowledged or complimented regularly.

SECTION 4

- 1 2 3 4 5 1. I need to be loved by many people.
- 1 2 3 4 5 2. I need to be loved by a close circle of friends.
- 1 2 3 4 5 3. I need to be loved by one particular person.
- 1 2 3 4 5 4. I have a VERY hard time if I don’t believe that an important person really loves me.
- 1 2 3 4 5 5. I have a VERY hard time if I don’t feel loved enough.



The Needs and Values Program

SECTION 5

- 1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1. I need to be accurate or right in most situations.
 2. I need to be accurate or right my area of expertise.
 3. I need to be accurate or right all of the time.
 4. If I am mistaken about something, I take it personally.
 5. If I make a mistake, I take it personally and hard.

SECTION 6

- 1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1. I need to be cared for/loved by many people.
 2. I need to be cared for/loved by a select group of people.
 3. I need to be cared for/loved by one particular person.
 4. When I don't feel cared for, I get resentful and even bitter.
 5. If I don't feel cared for, I have a VERY hard time.

SECTION 7

- 1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1. I need what people say to be perfectly clear.
 2. I need to be certain about what I am working on, reading about or hearing about.
 3. I need to be able to hear clearly what people are saying.
 4. I have a VERY hard time if I am not clear about something important to me.
 5. I have a VERY hard time if I am not certain about what is going on.

SECTION 8

- 1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1. I need a very comfortable bed in which to sleep.
 2. I need the most comfortable job there is.
 3. I need "all the comforts of home" when I travel.
 4. If I know I may/will be uncomfortable in an otherwise interesting situation/place, I'll probably not go anyway.
 5. When I am not comfortable, I am VERY grumpy or "put out".

SECTION 9

- 1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1. I need to say what's on my mind, even if it's not always appropriate.
 2. I need others to say exactly what's on their mind, even if I won't like it or they don't want to.
 3. I need only the key people in my life to communicate fully with me.
 4. When I hold back and not fully tell someone what must be said, I start winding down and lose energy.
 5. When others don't fully communicate with me, I get UPSET, concerned or frightened.

SECTION 10

- 1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1 2 3 4 5
1. I need the option to stop things if they don't go the way I want/need them to.
 2. I need to keep the upper hand in most situations.
 3. I need to tell people what to do.
 4. If others start telling me what to do, I react strongly.
 5. If we can't do it my way, I'll likely leave or find people who will.



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SECTION 11

1 2 3 4 5

1. I need to be the primary one who makes something happen.

1 2 3 4 5

2. I need to be the “critical link” in bringing two people together.

1 2 3 4 5

3. I need to be the person who is known as someone who has the magic of getting projects completed on time.

1 2 3 4 5

4. If I don’t feel needed, I am VERY uncomfortable.

1 2 3 4 5

5. If something good happens, I could have been a part of it yet wasn’t a part of it, I feel left out.

SECTION 12

1 2 3 4 5

1. I need to do exactly what my duty is to my family and friends.

1 2 3 4 5

2. I need to do my duty to my job, clients or employer.

1 2 3 4 5

3. I need to do my duty to my country and/or church.

1 2 3 4 5

4. If I can’t do my duty, as I see it, I feel “held back” or suppressed.

1 2 3 4 5

5. If my duty is not clear, I am uncomfortable.

SECTION 13

1 2 3 4 5

1. I need to feel physically unrestrained and free.

1 2 3 4 5

2. I need for my time to be my own.

1 2 3 4 5

3. I need for my thoughts, actions and choices to be my own.

1 2 3 4 5

4. If I feel obligated or expected to do something (even if I don’t mind it), I feel somewhat trapped and restricted.

1 2 3 4 5

5. If I don’t have the sense that I am free from people, circumstances or concerns, I am definitely UNHAPPY.

SECTION 14

1 2 3 4 5

1. I need everyone around me to tell the truth and not mislead or try to cheat

1 2 3 4 5

2. I need my close friends to be honest with me and not “hold back”.

1 2 3 4 5

3. I need to tell the truth all the time.

1 2 3 4 5

4. When someone lies to me and I find out, I get VERY upset.

1 2 3 4 5

5. When I have compromised my own integrity, I get VERY upset.

SECTION 15

1 2 3 4 5

1. I need things around me to be in their proper place or order.

1 2 3 4 5

2. I need/want to make my bed each day.

1 2 3 4 5

3. I need/want a specific plan of action so I know what I am doing.

1 2 3 4 5

4. When my things are out of place or messy, I don’t like it at all.

1 2 3 4 5

5. When things are said or done illogically, I don’t like it, usually.

SECTION 16

1 2 3 4 5

1. I need quiet in my workspace.

1 2 3 4 5

2. I need quiet at home.

1 2 3 4 5

3. I need to protect my sense of equilibrium and inner peace.

1 2 3 4 5

4. When I am around commotion and noise for more than an hour or two, I begin to lose my sense of self or security.

1 2 3 4 5

5. When I lose my sense of self, I have to go to a quiet place to recover it.



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SECTION 17

- 1 2 3 4 5 1. I need the ability and opportunity to get what I want in life, no matter what.
- 1 2 3 4 5 2. I need all the power I can get.
- 1 2 3 4 5 3. I need the opportunity to change the course of things.
- 1 2 3 4 5 4. When I feel powerless, it's extremely frustrating.
- 1 2 3 4 5 5. When I have no one around me to manage or impact, I feel like a fish out of water.

SECTION 18

- 1 2 3 4 5 1. I need to be recognized for what I've done.
- 1 2 3 4 5 2. I need to be noticed for how I look or act.
- 1 2 3 4 5 3. I need to be known for something special.
- 1 2 3 4 5 4. When people don't know that I did something great, I am strongly tempted to make sure they find out, one way or another.
- 1 2 3 4 5 5. Accomplishment without recognition, is not fully rewarding.

SECTION 19

- 1 2 3 4 5 1. I need to feel safe from what is likely to happen.
- 1 2 3 4 5 2. I need to feel safe from what might, yet is unlikely, to happen.
- 1 2 3 4 5 3. I need to make sure people that I am close to are fully protected from circumstances.
- 1 2 3 4 5 4. When I start something new and I'm not sure which dangers to protect myself from, I am uncomfortable.
- 1 2 3 4 5 5. When I don't take every possible precaution, I am uncomfortable.

SECTION 20

- 1 2 3 4 5 1. I need to perform a job or engage in regular work.
- 1 2 3 4 5 2. I need to keep busy with things
- 1 2 3 4 5 3. I need to do even more than I am doing now.
- 1 2 3 4 5 4. When I am idle, I am nervous or uncomfortable.
- 1 2 3 4 5 5. When I am not working, I feel guilty.



PART 2: NEEDS SUMMARY

Summarize the Needs Evaluation on this summary form. First write the total score received for each Section (1-20) in the 'RANK' column. Next, circle the 5 lowest scores. These are your most critical needs

RANK	NEED
_____	Section 1: Acceptance
_____	Section 2: Accomplishment
_____	Section 3: Acknowledgments/Compliments
_____	Section 4: Be Loved
_____	Section 5: Be Right
_____	Section 6: Cared For
_____	Section 7: Certainty/Clarity/Accuracy
_____	Section 8: Comfort
_____	Section 9: Communication (Pull)
_____	Section 10: Control/Dominate
_____	Section 11: Critical Link/Be Needed
_____	Section 12: Duty/Obligation
_____	Section 13: Freedom
_____	Section 14: Honesty/integrity
_____	Section 15: Order/Perfection
_____	Section 16: Peace/Quietness
_____	Section 17: Power
_____	Section 18: Recognition
_____	Section 19: Safety/Security
_____	Section 20: Work



PART 3: NEEDS INDEX

Circle the word that best describes the 'Area of Need' From the 5 lowest scored needs from the previous page.

AREA OF NEED	EXACT NEED	AREA OF NEED	EXACT NEED
1. <u>Accepted</u>	Approved Be Included Be Permitted Respected	11. <u>Be Needed</u>	Critical Link Useful Important Be Material
2. <u>Accomplish</u>	Achieve Fulfill Finish Realize	12. <u>Duty</u>	Obligated Follow Do Right/Good Have a Task
3. <u>Acknowledged</u>	Complimented Appreciated Admired Valued	13. <u>Freedom</u>	Unrestricted Privileged Immune Independent
4. <u>Be Loved</u>	Liked Cherished Esteemed Held Fondly	14. <u>Honesty</u>	Uprightness Openness Frankness Integrity
5. <u>Be Right</u>	Moral Correct Not Mistaken True	15. <u>Order</u>	Perfection Placement Harmony Right-ness
6. <u>Be Cared For</u>	Attention Concerned Helpful Cared	16. <u>Peace</u>	Quietness Stillness Serenity About Balance
7. <u>Certainty</u>	Clarity Accuracy Assurance Obviousness	17. <u>Power</u>	Authority Capacity Omnipotence Vigor
8. <u>Comfort</u>	Luxury Ease Contented Leisure	18. <u>Recognition</u>	Be Noticed Remembered Known For Regarded Well
9. <u>Communicate</u>	Be Heard Speak Share Inform	19. <u>Safety</u>	Secure Protected Stable Known
10. <u>Control</u>	Dominate Command Restrain Manage	20. <u>Work</u>	Perform Labor Industrious Busy



PART 4: VALUES EVALUATION

Definitions:

Values are who you are. That is, once your basic needs are met, you tend to want to express your values. Values are not needs. If you need something, it is not a value, even though it may appear to be. Once you experience your needs being satisfied and met, you see this distinction more clearly. *Remember, values are what you do or how you express yourself, after your needs are met.*

On a scale of 1 to 5, with one being 'more true' and 5 being 'less true,' how would you rate the following:

SECTION 1

- 1 2 3 4 5 1. I like activities like river rafting because you never know what's really around the bend.
- 1 2 3 4 5 2. I'd really love to pack up and take a month-long trip to Europe (or any place abroad), and even leave next week!
- 1 2 3 4 5 3. If I had to choose between two ways of getting something done - the exciting, yet unpredictable and possibly longer way, and the most efficient way, I'd tend to take the more exciting way.
- 1 2 3 4 5 4. Sure, I could use a plan or map - but what fun is that, really?
- 1 2 3 4 5 5. There is nothing more important to me personally than being a part of an adventure.

SECTION 2

- 1 2 3 4 5 1. There is probably art in everything, but only certain things are worth looking at.
- 1 2 3 4 5 2. I tend to make whatever I touch more aesthetically pleasing.
- 1 2 3 4 5 3. Nature is the source of beauty.
- 1 2 3 4 5 4. If it's not beautiful, I probably won't like it.
- 1 2 3 4 5 5. There is nothing more important to me than seeing or experiencing the beauty of things, life, etc.

SECTION 3

- 1 2 3 4 5 1. After people meet, see or speak with me, they tend to get "into action" about something.
- 1 2 3 4 5 2. I like being the spark that gets people going again.
- 1 2 3 4 5 3. It turns me on when I see people turned on because of something I've said or done.
- 1 2 3 4 5 4. I tend to let people know how they can get the job done more easily and more productively.
- 1 2 3 4 5 5. There is nothing more important to me personally than being a catalyst or lever for change or movement.



The Needs and Values Program

SECTION 4

1 2 3 4 5

1. When someone asks me for directions, I usually take them a part of the way or draw a map so I am certain they won't get lost.

1 2 3 4 5

2. I tend to put other people's needs and concerns ahead of or equal to my own.

1 2 3 4 5

3. If I couldn't assist people or make some definite and powerful contribution, I'd begin to question what life was all about.

1 2 3 4 5

4. I get upset when I see people not being served or assisted when they easily could be.

1 2 3 4 5

5. There is nothing more important to me than contributing or serving people or humanity.

SECTION 5

1 2 3 4 5

1. The act of inventing or making up new things, ideas, art, form or function is very appealing and energizing to me.

1 2 3 4 5

2. I like to make things.

1 2 3 4 5

3. I get no personal reward from just watching or repeating someone else's ideas; they have to come from or be measurably customized by me.

1 2 3 4 5

4. I don't get bored; I find something creative to do or get involved with.

1 2 3 4 5

5. There is nothing more important to me personally than creating something that didn't really exist before I got involved.

SECTION 6

1 2 3 4 5

1. I would have really liked to have been a Christopher Columbus-type person, discovering something that had not been discovered before.

1 2 3 4 5

2. I like finding the wrinkle in just about anything.

1 2 3 4 5

3. I love finding out new things about me and others.

1 2 3 4 5

4. Once I've found "it", I go looking for another "it".

1 2 3 4 5

5. There is nothing more important to me personally than discovering new things or new ways with things.

SECTION 7

1 2 3 4 5

1. It's important to me to express my feelings, even when it gets in the way of things.

1 2 3 4 5

2. I am grateful that I can really experience the full range of emotions.

1 2 3 4 5

3. I am glad that I can cry.

1 2 3 4 5

4. I am able to laugh a lot.

1 2 3 4 5

5. There is nothing more important to me personally than experiencing my feelings and emotions.

SECTION 8

1 2 3 4 5

1. It's important that someone step forward and take charge.

1 2 3 4 5

2. I tend to like to "rally the troops", to get people moving forward together.

1 2 3 4 5

3. I like to be called on to lead a team of people.

1 2 3 4 5

4. When I lead, I don't put up with anything from anybody.

1 2 3 4 5

5. There is nothing more important to me personally than leading people.



The Needs and Values Program

SECTION 9

1 2 3 4 5

1. I feel compelled to be the best that I can be.

1 2 3 4 5

2. I tend to be the most able and qualified person I know of in my area or field - and I feel good about that.

1 2 3 4 5

3. I'd strongly prefer to be a master of a trade than a "jack of all trades".

1 2 3 4 5

4. I would be fully willing to be completely ignorant in several important areas if it meant that I could be a master of one.

1 2 3 4 5

5. Nothing is more important to me personally than to be master or the master of my trade.

SECTION 10

1 2 3 4 5

1. A strong and consistent theme throughout my life has been my quest of personal and physical pleasure.

1 2 3 4 5

2. I can never "feel good" enough.

1 2 3 4 5

3. Without a lot of pleasure, what's the use of living.

1 2 3 4 5

4. If it feels good, I do it.

1 2 3 4 5

5. There is nothing more important to me personally in life than experiencing as many forms of pleasure as possible.

SECTION 11

1 2 3 4 5

1. I get high from being included in other's lives or plans.

1 2 3 4 5

2. If the phone doesn't ring or I don't get letters from friends, I tend to wind down or get depressed.

1 2 3 4 5

3. We are so lucky that there are 6 billion people on this planet! (More people to love!)

1 2 3 4 5

4. The bond between two people is Gods greatest gift to us.

1 2 3 4 5

5. There is nothing more important to me personally than to be very connected with people.

SECTION 12

1 2 3 4 5

1. I will shop at a store with higher prices but with clerks who are really nice and helpful.

1 2 3 4 5

2. It is better to be polite than to get what you really want in a situation.

1 2 3 4 5

3. I am upset when people are not polite or nice to me on the phone or in person.

1 2 3 4 5

4. I am so sensitive that I can't be around people who are upset, needy or loud. I protect my "space".

1 2 3 4 5

5. There is nothing more important to me personally than being sensitive and/or nice; or being around those who are.

SECTION 13

1 2 3 4 5

1. I have a strong relationship with God or the "universal being".

1 2 3 4 5

2. I have surrendered my life to God's will for me.

1 2 3 4 5

3. I get tremendous pleasure and strength from praying, meditating or being with God.

1 2 3 4 5

4. If there wasn't really a God, I would create one for myself.

1 2 3 4 5

5. There is nothing more important to me personally than being in constant touch with God.



The Needs and Values Program

SECTION 14

1 2 3 4 5

1. I enjoy passing on information and ideas to the next generation.

1 2 3 4 5

2. When I teach others, I get tremendous satisfaction.

1 2 3 4 5

3. It almost doesn't matter what the subject matter is, I just love to teach.

1 2 3 4 5

4. I get pleasure from teaching even to a class of one.

1 2 3 4 5

5. There is nothing more important to me personally than to teach.

SECTION 15

1 2 3 4 5

1. I tend to justify the means to get to an end I really want.

1 2 3 4 5

2. Many people are just born to lose.

1 2 3 4 5

3. I compete well, with a group or against myself.

1 2 3 4 5

4. I get a tremendous high from pulling something off or winning.

1 2 3 4 5

5. There is nothing more important to me personally than winning at something.

PART 5: VALUES SUMMARY

Summarize the Values Evaluation on this summary form. First write the total score received for each Section (1-15) in the 'RANK' column. Next, circle the 5 lowest scores. These are your most "true" Values

RANK	VALUE
_____	Section 1: Adventure
_____	Section 2: Beauty
_____	Section 3: Catalyst
_____	Section 4: Contributions/Service
_____	Section 5: Creativity
_____	Section 6: Discovery/Learning
_____	Section 7: Emotions/Feelings
_____	Section 8: Leadership
_____	Section 9: Mastery
_____	Section 10: Pleasure
_____	Section 11: Relatedness
_____	Section 12: Sensitivity/Niceness
_____	Section 13: Spirituality/God
_____	Section 14: Teaching
_____	Section 15: Winning



PART 6: VALUES INDEX

Circle the word that best describes the “Area of Value,” from the 5 lowest scores from the previous page.

AREA OF VALUE	EXACT VALUE	AREA OF VALUE	EXACT VALUE
1. <u>Adventure</u>	Risk The Unknown Thrill Danger/Dare	9. <u>Mastery</u>	The Best Proficiency Excellence Expert
2. <u>Beauty</u>	Appreciation Grace Refinement Magnificence	10. <u>Pleasure</u>	Sensuality Indulgence Gratification Hedonism
3. <u>Catalyst</u>	Impact/Move Touch/Turn On Unstuckerer Coach	11. <u>Relatedness</u>	Connected Networker Linked/Allied Be Structure
4. <u>Contribute</u>	Serve Improve Augment Assist	12. <u>Sensitivity</u>	Gracious Inviting Pleasant Tender
5. <u>Creativity</u>	Be Source Design Invent Synthesize	13. <u>Spirituality</u>	God Faith/Trust Eternity Religion
6. <u>Discovery</u>	Learn Detect Locate Realize	14. <u>Teaching</u>	Instruct Educate Train Illuminate
7. <u>Feelings</u>	Emotions Drama Sentiment Empathy	15. <u>Winning</u>	Take/Get/Own Compete Engage Victory
8. <u>Leadership</u>	Influence Manage Guide Motivate		

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