

# Needs-Motivated Behavior Interview

Dr. Michael O'Connor interviewed by Rich Meese

**Rich Meese:** Hello. My name is Rich Meese, and for the past twelve plus years I've had the privilege of working with a variety of models of human behavior. As a speaker, trainer and consultant in the area of human development, I have witnessed the power of the principles of these models. My purpose today is to help deepen your understanding of these models by interviewing an expert in the area of the behavioral sciences, Dr. Michael O'Connor.

For the past twenty years Dr. O'Connor has been researching and applying these principles in the area of human resources management. In this capacity, he has also served as vice president of resource development for Carlson Learning Company. Dr. O'Connor has authored numerous products and programs around these concepts, including the popular book People Smart. He currently heads his own consulting firm and continues to consult with the producer of this video, Carlson Learning Company.

Dr. O'Connor, it's good to be with you today, and thank you for being here with us.

**Dr. O'Connor:** Thank you, Rich, glad to be back with you.

**Meese:** I guess I'd like to start by just asking the question, why is it important to learn about this model of behavior, this needs motivated model or what we call "'D"ISC."

**O'Connor:** This model is consistent, really, Rich, with what we know about motivation in terms of the three fundamental tasks that each of us have to deal with in our life. That is, it can help people be more effective in first coping with the different demands and stresses in our daily life, whether they are self-imposed; they are from others or our job, family, other sources. And then once we've gotten to a point of coping, then the next level is relating. Again, this has powerful information to help us become more compatible and reduce conflict in terms of relationships, whether work or personal. Then the third level is the level that I enjoy, and that is when you get beyond coping and relating you look at what life really has to offer us. The opportunities out there. And so that third level where we can use this is to be more successful in our life. Of course, individuals who are more successful lead to groups and organizations that are more successful. And so it's really related to both our personal and collective well-being in that respect. It's

fundamental, really, in terms of one's self esteem and the well-being, really, of our society, this kind of information.

**Meese:** One of the things that I'd like to get to in a few minutes is what are some of the practical applications of the model. Before we do that, though, we've been learning about "D"IS and C behaviors. Is there a best style?

**O'Connor:** A lot of people would like me to say yes, but in fact the research indicates overwhelmingly no. In the book People Smart we talk about that, the principle of human imperfection. The reality is that when people are saying is there one best style, often they're saying, say yes and tell me it's mine. The fact is that might make us feel good, but that's not real. Instead what's closer to the point is that each of us has our own unique strengths and in certain situations some of us are going to be the best, or more effective in style, and in other situations we either have to modify our behavior or we're going to experience less success and be less than the best. The other interesting part of that, Rich, is to remember that people have preferences and culturally what we find in my work, for instance, going around the world is that people in fact are socialized into a certain preferred way of behaving. So that, for instance, when I did my work in Italy, and still do, I find very few reserved individuals in Italy. It's more common place for everyone to be interactive and somewhat dominant, the "D" and the "I" tendencies that are more socially desirable.

**Meese:** So this information really applies across the world.

**O'Connor:** Absolutely. I have found this is equally as valid and worthwhile information no matter what culture you are in. There are four types of people, and it makes no difference whether you're talking about a certain part of the United States or a certain part of the world, in that respect.

**Meese:** Let's talk then about the model itself. Is it valid, is it scientific.

**O'Connor:** Oh, sure. This goes back to ancient times, you know, the wise observers of human behavior, the philosophers and people who were in the physical sciences at that point in time up to modern days. The more recent research by behavioral scientists such as Dr. Karl Jung and Dr. William Marston, and the contemporaries of my own like Dr. John Geier, who have looked at different dimensions of human behavior, said there are basically two types of general orientations among people, four more specific tendencies,

which we call "D"IS" and "C." Then we also know that whether you're a "D", an "I," an "S," or a "C" you can be more positively motivated or more negatively motivated. And that gets back to the issue we just talked about. Because if I am a high "D", let's say, and I'm goal motivated and you're a high "D" and you're more fear driven, which of those people do you think is going to be more successful and have better relationships in their life.

**Meese:** I would suspect the goal driven person.

**O'Connor:** Sure. And we'll find both. I can think of two clients of mine right now who fall into those two categories. One is flying like an eagle having a hell of a good time in life. And then the other is an individual who is really struggling. Just trying to cope day by day with the demands in his life. They're almost carbon copies of each other with that one exception.

**Meese:** So that's where we get into there's no best style. We can be goal motivated, fear motivated, and there are times that it's more appropriate to use one style of behavior over another and that sort of thing.

**O'Connor:** Absolutely.

**Meese:** One of the things that critics of this model of human behavior often will say is that you're "labeling" people, you're pigeonholing people, you're putting people in a box.

**O'Connor:** Rich, you know me, I wouldn't do that.

**Meese:** How do you respond to that? What do you say?

**O'Connor:** Well the fact is, the labels are not something we're trying to put on people. There are basically four patterns. People say whether or not they feel one of the patterns is going to be a more accurate description of them than another. And so that's their choice, not ours. The second thing is that we're really not trying to focus on what a person is. We're trying to talk about what they do. So I might be, for instance, let's say a high "D" as we use that example again. But if the situation calls for more cautious behavior, that's my choice, whether I want to show that behavior or not. If the situation calls for more interactive behavior, again that's my choice. If it calls for steady, follow through work, again that's my choice. We're not saying because you're a "D" you're doomed only to that style of behavior or for any of the other three.

**Meese:** I can modify my behavior to meet the demands of the situation?

**O'Connor:** Absolutely. So the key really is that, another one of the principles we talk about is the principle of adaptability. The key is human choice. All people have the same choice. Though we don't all act on it in the same way. Some of us choose to be more willing, to exhibit other behaviors when a situation calls for that. Or relationship calls for that. Some people choose not to. People who choose and who are willing to adapt are the people who tend to be more successful. Individuals who don't are the ones who experience less success. But that's their choice, not someone else's for them. The second part of that is the ability. Each of us has different abilities. So the "D" has different talents typically, and very different natural talents than the "I," the "S," and the "C." However, the "D" can also learn to listen, for instance, which tends to be a more natural and enjoyable behavior for the "S." They can learn to ask penetrating questions and be more precise, a characteristic that motivates the "C." They can learn to be more sociable. And to be friendly and outgoing, but not in a way that they have to control everybody or everything, the "I" behavior. Again, I can point to individuals, all of whom are core, basic "D" personalities who have learned those behaviors because they were willing to, and they then developed the abilities to.

**Meese:** We talked a little bit about the scientific validity of this model. Is there another important aspect to that?

**O'Connor:** Yes, Rich, there's a difference between form of validity and the various forms that that takes and what we might call "face validity." That is, that the people on the street are more concerned with that. They perceive this to be true about human behavior, and accurately describe us. So one of the things in the type of materials that have been developed around this model for self-development, for training, for consulting use, is by a variety of different practitioners and licensed professionals is that it was developed first based on a study of the literature, so there is the formal scientific validity, which has to always be there. Secondly, then, it was field tested with individuals. So those materials then were ones that were found, you know, worked to some degree better, typically, for instance, in a profile. When I was doing work on that it would take approximately two years to refine through the field testing of an instrument so that people could practically understand and use it in the way that seemed to have value for them. Then of course ongoing research is the name of the game, and the Carlson Learning Company has about 5,000 people who are professional practitioners of their materials all

around the world. And on an ongoing basis they get feedback from these individuals as to what's working real well, what could additionally be done in terms of the R & "D" effort to make this product even more valuable to the end user. So those are important considerations.

**Meese:** One of the things that I'm interested in is when you meet someone. What are some of the clues to look for, to help determine the behavioral style of a person?

**O'Connor:** That's a great question. I appreciate that. I think sometimes, you know, we talk about all these clues; nonverbal, extraverbal, verbal and so on, and it gets kind of confusing. You know, the difference some people say between data and information is a person who really knows what they are doing. And so as far as I've been able to figure out as relates to the "D"ISC model, there are only two clues you really need to understand to tell whether a person is a "D",I,S or C.

**Meese:** You mean if I have two clues and I know what those are, I can determine the style of another person.

**O'Connor:** That's correct.

**Meese:** What would those be?

**O'Connor:** Okay. The first clue is to look at a person's general orientation toward themselves, other people in the world around them. Everybody has a general orientation, and so the orientation is either people are outgoing or reserved. So think of some people you know. You go up to them, you say, Hi, Rich, how are you doing? Notice now... Finally. How are you doing, Rich?

**Meese:** "Doing great, thank you.

**O'Connor:** Good.

**Meese:** "Difference in my response?"

**O'Connor:** See now, with some people you'd never get a chance to talk again. Have you ever noticed that? Some people talk and talk and talk, they're off for the next five minutes. And those individuals, or they may want to control the direction of the conversation in the way that meets their needs.

**Meese:** So you've already learned some things about me based on that little interaction.

**O'Connor:** Sure. Pick up the telephone and say hi. Okay, no one's at the other end. That's kind of reserved, don't you think? And so some people again they talk and you might as well go cook or something and come back five or ten minutes later, cause they're still going to be talking.

**Meese:** I know people like that.

**O'Connor:** Sure. Now I'm trying to be somewhat humorous and not be impolite, but...

**Meese:** So outgoing or reserved. That's the first clue we're looking for.

**O'Connor:** Sure. Yeah. And so, you know, the outgoing is the extroversion orientation and the reserved is the introversion. So now you know if I'm extroverted or more outgoing I'm a "D" or an "I." If I'm reserved, then I'm an "S" or a "C." Okay? And I knew that within the first few seconds of our interaction. Now I have to go beyond observing to listening to what the person says, because then I find out more about their outgoing or reserved style, the general orientation, but internally what's motivating that style. So now I find out about the goal or the fear that's within each of us. So the next thing is, when you're talking to some people I'll bet you find some people who are easier to talk to, you feel you can warm up to them and it's kind of like a friendship that they're trying to strike up, see?

**Meese:** Yes, definitely.

**O'Connor:** And some other people might seem more on task. What's the point, what's on your mind, what do you want to do, what are you asking of me, have you had those kind of interactions.

**Meese:** So task oriented people oriented might be one way of looking at.

**O'Connor:** That's kind of one way of looking at it. Though there is even a better way of tuning that up. People who have a need to be liked or to like others and then people who have a need to control. They may be controlling of other people or controlling of situations, the kinds of processes that occur in the relationship with another person. So

the people who are more liking oriented are the "I" and the "S," and the people who are more controlling driven are the individuals who are a "D" or a "C."

**Meese:** So I've now got the clues to determine whether a person is "D",I,S or C.

**O'Connor:** Yes, sure. Let's apply it to ourselves then, right now. Was one of us more outgoing or more reserved in the last few minutes?

**Meese:** You've been more outgoing.

**O'Connor:** I've been doing more talking that you have. We could in fact scientifically track the number of words, correct? And I think I probably had more than you did. I'm not going to say that's winning, okay, because that's another issue in terms of what's more appropriate. But I certainly have been more outgoing and talked more, correct? Okay. "Did you feel in the course of those conversations that I was trying to control you or trying to be responsive to you and kind of what the relationship and the situation called for.

**Meese:** I felt like you've been responsive. I haven't felt controlled at all.

**O'Connor:** Okay. So you've been comfortable with me. Okay. So you might say that I was more outgoing, so either a "D" or an "I," right? And more liking?

**Meese:** It's going to be "I."

**O'Connor:** Easier to interact with the "I." So you would see that the personality trait that at least I exhibited in the last few minutes was that as an "I" interacting influencing type individual, is that correct?

**Meese:** Right.

**O'Connor:** Okay. Now let's turn to you, if we could please. So you were more reserved do you think? And that was my experience. I felt like I had to fill in the gaps, kind of thing. You were looking for that I thought.

**Meese:** The answer is "C."

**O'Connor:** Okay, and you were comfortable with that, is that correct?

**Meese:** Right.

**O'Connor:** Okay, so it wasn't a role you were taking on, it was more yourself.

**Meese:** That's my natural style.

**O'Connor:** That's you. Okay. "S" or a "C." Okay, then, were you trying to control towards some direction where we went with this, or you were trying to in fact let it go in the direction I want such that it would be comfortable for both of us.

**Meese:** I think I wanted to make it comfortable for both of us.

**O'Connor:** Okay. The one is trying to control toward some standard or outcome, expectation they have within their own head is the "C." The person who goes with the flow and is more responsive to people in the situation is the "S." So according to what we just observed here, these two clues, we would say if this is true, that your core personality is that of an "S" or steady, easier going type of individual. Is that in fact fit for you?

**Meese:** It seems to fit very well.

**O'Connor:** Okay. And people have told me the same thing about me in terms of who I am and who I've been since I was a young child. "Different from the "Doctor O'Connor. See, the Dr. O'Connor then was a learned tendency that I took on in order for me to do my personal life work, I had to learn to be very inquisitive, very curious, not to just accept things the way they were and continue to study, do research, ask questions and so on. And so my second tendency is guess what?

**Meese:** The "C" behavior.

**O'Connor:** "C" behavior.

**Meese:** So I'm hearing that this can be situational, that depending on the kind of environment we're talking about, whether it's work or social or home, I can be a different person? My style can be different in those environments?

**O'Connor:** Sure.

**Meese:** So just a practical application that I'm hearing out of this is that if we can find work that makes use of our natural strengths we're going to be happier, more successful, less stressed,

**O'Connor:** You can go for longer. It's going to take less out of you. If there's a match between what your personal requirements are and what the job requires, there's a fit. A lot of times people end up really frustrating and experiencing tremendous distress in their life, not because of anything outside of themselves, but within themselves. See the issue is that an organization in fact can contribute to your level of distress and dissatisfaction, okay, but in terms of satisfaction it's clearly the research indicates that that's something that we ought to control within ourselves. So I want to be a consultant in the job that has requirements that call on that of a CEO, then I have to make a choice. Either to go with what is more natural for me or adapt my behavior in that situation. And for some of us we make a conscious choice to go one direction or another. The key is not whether you do it. The question is that you're aware of the choice you're making. The consequence of the choice. And if the choice is one that requires, of a job that requires behavior that's not naturally yours, when you're off the job you take care of yourself or you're going to really end up in trouble the next day and as time goes on.

**Meese:** We've been talking about pure styles of behavior; "D", I, S or C. Are most people pure style or are there some combinations of those styles?

**O'Connor:** Well, Rich, remember it's kind of like baking a cake. You have to know what the ingredients are for and what the ingredients are. So the four ingredients of life are "D", I, S and C. Using that analogy, then obviously the kind of cakes that we bake are combinations of those. So when you understand the nature of the ingredients and what happens when you mix them together, then you understand how the 15 patterns in fact are put together and their nature. So always we have to go back to the four. If a person does not have a fundamental understanding of the four tendencies, then they're doomed. They just are, you know, further adding to the confusion that they had to begin with, when we get from four to 15. When you really understand the nature of the four, understanding the 15 is really easy.

**Meese:** So some people are just one of the four, the pure style?

**O'Connor:** In our studies that we've done, even on homogenous groups like all accountants, and all teachers and all nurses and so on and so forth, what we've found is never more than 20% of those populations fall into the "pure" "D", I, S or C. Instead,

when we go to the 15, we can really predict about 95% of the people in a room. And so that's the power of that. Of those 15 patterns, remember four of them again are basically the four pure patterns. There are two of those 15 patterns that have three drives, and under stress what I find interesting is that one of those drives typically will drop out pretty quickly. But the 9 of the 15 patterns are really where the vast majority of the population is, and those are characterized by two drives, one of which tends to be more natural, more related to who we are as a person, and the other of a second behavior that we've learned. In my own case again, it was core "I" behavior and then secondary, a learned "C" behavior. In your case you said you're basically a core "S" tendency, that's who you are, you've always been. And then you probably have a second behavior I would think that's more characteristic of yourself.

**Meese:** Yeah. The "I" behavior comes out secondarily.

**O'Connor:** The "I" behavior. Sure. So we would say, then, that you are a classical pattern we call the "agent" pattern according to these 15 combinations and that I would be what we call an "appraiser" pattern.

**Meese:** You're talking about 15 patterns. Why 15 classical patterns. Why not more or less?

**O'Connor:** Well, I think we've answered why not less, because of the discussion of four versus fifteen. These really aren't classical in a sense some people might think of. What they are, really, are the common patterns. So these are the 15 most commonly found patterns. And then you find those 15 deviations from them, which are less classical, if you would, or less commonly found. What we're trying to do is, give people a practical method for understanding the kind of individuals that they are going to encounter during their personal or work lives. You know, we could go out infinitum I suppose with all the possible combinations. If you want to spend your life studying that, that's fine. But most of the people who walk here on the face of the earth, they have neither the time nor the interest in that, and frankly I'm with them.

**Meese:** I agree. You talked about if you look about the pure styles and the classical patterns you really come up with a total of about 95% of the population, I think you said. What happens with the other 5%, where do they fit in?

**O'Connor:** Well, actually within that 95% first, we talked about the people who would be

less classical. So that the first part of the 95%, that's giving us a basic understanding of the 15 patterns. But let's take for instance a person who is an appraiser, using what I had mentioned, the "I" and the "C." The appraiser by definition is a person who has first the strongest "I" tendency and then a second strong tendency, but not as strong, typically in a "C." Now you will find individuals who are less classical, in which case they have a higher "C" tendency and a secondary "I" tendency. So that individual in fact is, we would call that a nonclassical pattern. Sometimes you'll find a person who is an "I" and a "C," but they also have a third tendency, let's say the "D" or the "S." Again, they are primarily, for all practical purposes, an appraiser. But that person is not the same as either the first or the second individual we talked about. And so some of the people in that 95% we talked about fall into that category of the less classical, or nonclassical, if you wish, patterns. Making up the 95. Then there's the additional 5% that we call the "special patterns." Now let me stop and see, is that...

**Meese:** Okay. The special patterns. Say a word about that. How does that fit into what we've been talking about?

**O'Connor:** See the 95%, we're talking about types of individuals. Types of personalities. So we're talking about the way people are constructed and put together. Kind of like as glued together by first being an "I" as a kid for a variety of reasons and then took on these other behaviors, okay. But at some point in our life, each of us is likely to exhibit one of these special patterns. And there are three special patterns. So let's say for instance you can remember a point in your life when you were having a lot of anxiety. You weren't sure about whether to move somewhere, you weren't sure about whether to take on a job. You weren't sure when you went to college, let's say, of what to study.

**Meese:** I've had a few of those times in my life.

**O'Connor:** Sure. Okay. And for those brief periods of time, people exhibit what we call the "type pattern." They're not sure whether they should be dominant, interactive, influencing, or if they should be steady or whether they should be cautious. Because what they're trying to do is cope with demands of a situation that's somewhat atypical, unusual, and so their behavior then is out of character. Because they are trying to in fact cope with again, those demands rather than their own personal needs and personal preferences.

**Meese:** They become kind of all things in that sense.

**O'Connor:** Yes. They're not sure which way to turn. As a result they tend to do a little of everything and a lot of nothing. And a little of nothing. So it's kind of keeping all of their options open is one way you might describe it. So that's the "type" pattern.

**Meese:** You said there are three. So what would the other two be?

**O'Connor:** Okay. Then there's a person who is so excited about life, they are so turned on, they don't know what to shut off. And you know, in this day and age there are all of these different stimuli we're getting bombarded by in the course of our daily experience. So especially in younger folks we find that sometimes with all of this that they are experiencing, that they go into what we call an "overshift" pattern. The "overshift" is where you are trying to be all things to all people. So, you know, the person thinks the way to get in heaven in life is to do everything. If I do everything and somebody else is doing 50% of the behaviors I am, then I've got a better chance to succeed. The thing is, you may succeed in life but at the price of blowing a few fuses. So some people look back as they get older and say, I've been more successful but the price I paid wasn't worth it. Because I in fact have to live with myself. And that's that sorting out process, where you get back to one or two drives that seem to be working for you, rather than meeting the expectations of everyone else.

**Meese:** So if we've got the "type" person, the "overshift" person, I suspect we've also got an "undershift" person.

**O'Connor:** And the "undershift" is the opposite of the overshift. Instead of trying to be all things to all people, this person doesn't see anything that's worth being motivated to do. As a result they exhibit a lot less behavior, whether it's "D", I, S or C. It's a person who has really kind of given up. You know, when you get beat up in life or when you've had some failure experiences, some people come back stronger and better than ever. And some people say what's the use. So that individual at that point in time when they are exhibiting it, they just kind of feel like they're up against the wall and they don't see any real opportunity. So until they get over that kind of hump we find this "undershift" pattern being exhibited.

**Meese:** I hear you kind of indicating there may be some behaviors that would be considered not normal. "Does this model deal with abnormal behaviors? How does that all fit in?"

**O'Connor:** Well, there's a lot of psychologists, counselors and psychiatrists that use this model to identify who we really are, who we want to be and what we want to be in our life and also to understand the kind of stresses that result in the person responding in the way that is characteristic of an undershift, overshift or tight pattern. We do know that about every ten years we are likely to go through it. Looking one way, another way of looking at it, 10% of the population at any one point in time is likely to be entering or emerging out of one of these three special patterns. So it's not uncommon to find us exhibiting one of those behaviors at some point in our life. But if it lasts for more than a period of a month or three months, then in fact it could be helpful for us to go to an individual who has a deeper understanding of these models and a very caring empathetic personality that goes along with their professional knowledge, to help us work back, to get back to which of those 15 patterns are more comfortable for us and also which of the four patterns or tendencies is really the individual within us that we need to understand, accept and appreciate.

**Meese:** Let's talk about some of the practical applications. Because I think this is where it really gets exciting. What can I do with this information? How can an organization take it and make use of the information?

**O'Connor:** Well, there are lots of different levels to look at there. We can talk about personal or individual development, we can look at group development, what organizations prefer to call "team development," and then we can look organizational development. That may involve looking at the leadership of staff, or it may relate more to the work procedures and structuring of jobs, for instance, in an organization.

**Meese:** Michael, in terms of practical applications, is this information useful, say, for job selection?

**O'Connor:** Sure. There are two dimensions of that, Rich. When we're looking at job analysis, we're looking at work style. Very important component of predicting compatibility as well as successful performance of any job is the style that is appropriate. What we've found is in most jobs, work style, this model is extremely important. So for instance what we're dealing with how is a person predictably expected to behave during the course of an eight hour day. If, for instance, you told me you were an "IS," which you did say, and you have then a need to be involved in relationships that are comfortable and also doing some follow through type of work during the process. Let's say that the

job you had applied for, or the job that you currently find yourself in, is one that calls for a large amount of controlling behavior, very little social interaction, and is extremely task oriented with certain specific demands that are constantly expected of you in ways that you've never done before.

**Meese:** I'd be pretty frustrated.

**O'Connor:** Yes. So that's the key in terms of understanding the fit between ourselves, what our requirements are, and the job's requirements. So a lot of the work that I've done in that area is looking at this dimension.

**Meese:** So one of the things I know in working with this information is that people often say, gee, if I'm a CEO, it seems like I need more "D" behavior. If I'm going to be an accountant, I maybe need more "C" behavior. "Does that fit, and do we find people sorting into those kinds of jobs.

**O'Connor:** Let's talk about that for a minute if we could. Would that be all right?

**Meese:** Yes.

**O'Connor:** The CEO one, since I do a lot of work at that level, the CEO and the COO and I enjoy working with them because they are under a lot of pressure. So I've found that this can be very beneficial once they understand who are they and what does the role require. So typically the CEO role, especially in the United States, is one that calls for dominant behavior, controlling behavior, that's why they are at the top, not to lose control of everything. Secondly, it involves interaction with people. So you find "D" and "I" behavior are the most common requirements. A friend of ours, Gene Costiac, I remember once did a study of that in terms of CEOs and found that in fact to be also commonly the case in a more structured research report. But I then find CEOs who face situations that are highly ambiguous; ones that call for careful analysis of the situation, for instance, in strategic areas and making decisions. Now what they have to do is they have to drop their "D" and "I" and bring up their "C" behavior, okay. There are times when the CEO can't pass the buck. They have to do the follow up work, and they have to do their homework. And the homework and follow through means that those tasks and those situations call for "S" behavior. So it's not as though if you're, for instance, a "D" and "I" that you never have to worry about "S" or "C" behavior in the variety of tasks that you're going to face. As a CEO you're going to find more "D" and "I" situations than "S"

and "C." But you will find that those other kinds of situations also will occur. The other thing to look at is the individual who in fact is an "S" or a "C" and wants to be CEO. Sure, they can do it. All they need to learn is the "D" and "I" behavior, when and how to exhibit that and be willing to make that conscious commitment during the course of the work day. And then go back to being themselves off the job.

**Meese:** So they can adapt to meet the demands of the situation.

**O'Connor:** You know, a lot of people are different on the field and off the field. And you know, if a person wants to go for it, sure, that's your choice.

**Meese:** How about organizations. How can they use this information in a practical way, to get some real benefit from it?

**O'Connor:** Well, there's lots of different ways. Let's take a look at the team level after the personal development. And maybe even focus more on the personal development level. When we look at individuals who are leaving organizations, often we know that's not because of how much they are being paid. It's because the organization is not meeting their needs. So they don't see, for instance, a career path in the organization. So one thing that can be done by profiling the different types of jobs and job opportunities in an organization, we can see what kind of matches there are between the people we already have and what's going to become available over time. By sharing this kind of information with people, they now come out of the dark, and they know if they want to perform and really fit for a certain job, these are the kinds of additional behaviors they must learn to demonstrate. That again can be learned, each of these four types of orientations. A third area, though, in terms of relationships with people that can be an eye opener is a person, whether they are having difficulty with other individuals, or they are on a team where there are different types of individuals, realizes that there are certain types of predictable responses when you put two or more of these individuals together. So effective team development is an area where I see a lot of this work being done.

**Meese:** Sales and service are common challenges for organizations. How do you apply the "D"ISC model to that?

**O'Connor:** Well, of course you know I've created some products around that and have done a lot of work. Everyone has their own, for instance, preferred way of selling or servicing. What that means is chances are you're going to have success with 25 to 50%

of the different types of customers you're going to run into. So success is, as defined by me is not just meeting your needs but also meeting their needs. Some people are less successful because they go overboard, meeting everybody else's needs at their own expense. And vice versa.

**Meese:** It's got to be a win-win.

**O'Connor:** You bet. So what this model teaches you is that you can accomplish those outcomes by understanding the different types of goals, being responsive to those and also increase your own effectiveness by learning how to modify your behavior. Every one of these patterns we've talked about can modify themselves to be more successful. So for the sales person, if you are, let's say, a very reserved type of sales person, and there are those, and you're dealing with an outgoing person that you have to start to mirror some, like the expectations they have, you have to get on their wavelength, not stay in your own wavelength. If you're very outgoing, talkative type and you've got an individual who has a lot of questions, you've got only one choice if you want to be successful. Find out the questions and answer them adequately or you're going to lose the customer.

**Meese:** Give the person the information that they're looking for. Meet their needs. So by understanding myself better and understanding my client or customer better, I can do a better job whether I'm in sales, service or any aspect of organizational life.

**O'Connor:** Sure. I mean, sales and service are just the two ends of the cycle of your interaction with the people who are buying and continue to use your product and service and then like the good insurance sales person in the old days, they buy from you, the rest of the family wants to buy, and so in business that's true. Because what I've found is that people aren't looking for someone to sell to them, they're looking for someone to help them solve their problems. So if they identify with you as a solution to their problem, guess what, when they have a similar problem next time.

**Meese:** They'll call you back.

**O'Connor:** Yes.

**Meese:** I know you've done a lot of work with organizations with this information. Share some ideas on how organizational development can be enhanced through application of this.

**O'Connor:** At the organizational development level, this becomes important because all work organizations have their own culture. So that means a certain type of behavior that's expected and considered appropriate. Now whether it's appropriate is a second question, but it certainly is expected. So what I do is, I can go in and find out in an organization for you to be promoted, for you to be accepted, for you to be considered to have the right answers, is there one or more of these tendencies that is more acceptable and others that are less. And there are those patterns. Secondly, we say what's the situation facing the organization and that department or vision or globally at that point in time. "Does the kind of work pattern that's being exhibited match the situation facing the organization for it to be effective? So that's a second dimension that we look at in terms of culture analysis. A third is that we look at the work procedures that are being exhibited, and whether in fact the company is more productive or less productive. Often you'll find that organizations are less productive because somebody hired clones for instance of themselves, without consideration of the kind of tasks that are involved. So by doing that kind of task analysis we see if they need to redeploy their staff or to do some other intervention training so that people have this understanding that you can be yourself but if you in fact don't get the job done, there probably isn't going to be a division around or a department, you know, for very long.

**Meese:** This model of human behavior seems so incredibly powerful. It deals with personal behavior, it looks at organization behavior as we've been talking about, you even earlier associated with cultures and societies. Is there anything it doesn't cover?

**O'Connor:** This is not a panacea. Remember, what this is about is how people behave. We know that people are first needs motivated and once they meet their needs, if they meet them, then they become more values driven. So that means dealing with the reality of who we are first before we can start dealing with our ideal behavior. In that respect, values are about ideals. In organizations we talk about an organization's purpose for being in business. When we talk about an organization's mission, when we talk about the values that drive it, and what it perceives to have value, and the people who do business with, we're not talking about the types of individuals in it. We're talking about the nature, the essence of the organization itself. So a lot of the work I've done has been in this area of values. I'm pleased to be involved now in a consulting project called "The Fortunate 500" with Ken Blanchard. The essence of that model is that organizations that are more fortunate, who stay in business and excel and are valued by their customers over time are individuals who are driven by a set of values that are responsive to not only

what they believe in but also the same treating with respect their customers. So, see, if I was dealing only with needs, I couldn't get to those kinds of outcomes. Most of my work there happens to focus on the second dimension of personal and organizational behavior.

**Meese:** So there's a needs motivated model of human behavior and a values motivated model. Can you share a bit about the difference?

**O'Connor:** The needs, again, is about what we, the reality of what we must have. So it's talking about what's easiest for us, what's most comfortable, what we find most natural for us to do. The values are what we believe in. So for instance I might not have a lot of belief about being dominant and direct. I might not have a lot of belief or need to be steady and do a lot of follow through work. But if I believe that that's what's in my best interest, the best interest of my client, the organization, then I have only one choice. Either do that behavior or find a way or that behavior to be provided. Because otherwise in terms of values I'm not being responsive and delivering on the promises. That's what values are all about. Promises that we make, the social contracts that we have, what we believe, what other people believe, and delivering on those expectations.

**Meese:** So organizational leaders, people that are responsible for decisions and those kinds of things, really need to be thinking about the values and the mission as well as the needs motivational model.

**O'Connor:** My experience is that really in fact becomes the basis for the kind of structures that organizations set up, who they put in key positions, how they staff people, and the kind of business strategy. All of those are determined by the values of an organization. Then additionally the kind of work procedures and the way in which people behave as a consequence of that. That's where the style factor comes in. So, you know, you can't have one and not the other. Both are incredibly important.

**Meese:** Well, thank you, Dr. O'Connor, for sharing in this session with us.

**O'Connor:** Thanks, Rich.

**Meese:** And thanks to you the viewer for sharing in this important session with us also. The application of these principles can have a powerful impact on your personal and professional life, and that is our sincere desire for you. Thank you.