

Leaders are responsible for the human behavior of the individuals that they lead. Due to the fact that the majority of activity of the leadership in organizations is focused on motivating and guiding others, the leader must understand what actually resonates with the people that he/she leads.

The traditional leadership training models outlined a series of tasks that a leader would perform to be successful - skills such as creating a vision, setting goals, giving feedback, delegating, and empowerment.

The 4 Drive Theory allows leaders to move beyond cookbook motivational rah - rah approaches to develop real world practices that truly fit their style, values, and the organizational context. For example, when they set goals and set incentives for accomplishment, leaders are appealing to the acquisition drive. When they build teams or create organizational identity, they are appealing to the bonding drive.

Here are the following 4 Drivers in detail:

1. The Drive To **Acquire** - to obtain objects and experiences, to successfully compete with other, to secure status
2. The Drive To **Bond** - to build trusting relationships, to belong to partnerships and groups
3. The Drive To **Learn** - to make sense of things, to satisfy our curiosity, to find consistent patterns that enable understanding of our environment and ourselves
4. The Drive To **Defend** - to protect our possessions, relationships, beliefs, and self-esteem

Similar to Maslow's Hierarchy Of Needs, competent leaders recognize these drivers in others and most importantly within themselves.

Moreover, they clearly recognize and understand the dimensions, practices and how to fulfill the needs that each drive speaks to. Please note the following Exhibit 1.0 that sets forth each **Dimensional Practice** and the **Drive** that it speaks to.

## **Leadership Practice**

### **1. Framing a vision, mission, and strategy.**

Communicating a way of seeing the organization and its environment in a way that creates meaning for members; articulating them in a way that can be understood, believed in, and used to guide action; defining a pathway for achieving the vision that rallies support and guides action; regularly restating the mission to keep it in the forefront of everyone's mind.

### **2. Developing and Managing Through**

**Systems.** Figuring out the necessary process to get things done; designing processes, work-flows, procedures, and practices that allow Managing at a distance; determining roles; defining timetables; coordination activities; letting things manage themselves without intervening; seizing opportunities for synergy and integration; simplifying complex processes. Systems plan and organize activities by orchestrating multiple activities to accomplish a goal, breaking work down into process steps, developing schedules, anticipating and adjusting for problems and road-blocks, and arranging information in a useful manner.

**3. Setting And Agreeing On Expectations, Priorities, And Direction.** Setting and measuring performance against goals; enabling people to manage themselves to meet these expectations; measuring the right things; monitoring Process, progress, and results; designing feedback loops into work.

## **Drive It Fulfills**

Mission, vision, and strategy feed the acquisition drive by establishing super-ordinate goals. They also satisfy the bonding drive by articulating a common purpose for everyone in the organization.

Structures facilitate goal achievement and the acquisition drive. They also serve to organize communication and coordination among members, supporting the bonding drive.

Goals and priorities serve as the starting points and mile markers for acquisition, since they establish the targets on which material reward and status are based.

## Leadership Practice

**4.Delegating Work And Decisions.** Distributing The workload appropriately; assigning work fairly in a well-planned and organized manner; matching tasks to the skills and interests of each person; trusting each person to apply his or her best efforts, skills and judgment; letting people be responsible for and finish their work.

**5.Communicating.** Providing information that People need to do their jobs, make good decisions, and feel good about being a member of the team and the organization. Sharing information about activities and other knowledge. Serving as link between the department and the rest of the organization, sharing information about the larger environment, and passing information from the unit to the rest of the organization.

**6.Influencing.** Gaining support for others' initiatives and ideas. Connecting with others and convincing them about the value of their ideas so that they can be acted on.

**7.Providing And Seeking Feedback.** Informing employees about how they are perceived so that they can start or continue doing things that are productive and well perceived and stop doing things that are ineffective or perceived negatively.

## Drive It Fulfills

Delegating by matching people with tasks leads to high productivity and to task ownership, and aspect of acquiring drive. It also satisfies the defending Drive by providing a Sense of security and Of contribution, thereby enhancing self-esteem.

Communicating serves to bond members to the organization with information, enabling them to feel "in the loop." It also serves a learning function by providing new information.

Influencing leads to power and therefore acquisition. It also builds mutually beneficial relationships and in that way feeds the bonding drive.

Knowing how their performance is perceived by others help people learn and adapt. It also helps them succeed and therefore satisfy the acquisition drive.

## Leadership Practice

**8. Recognizing And Rewarding.** Observing and acknowledging peoples' performance; providing material and social rewards in relation to the value of their results.

**9. Building Teams.** Blending people into teams when needed; fostering open dialogue; creating strong morale and team spirit; creating a feeling of belonging on a team; defining success for the team.

**10. Developing People.** Using one's understanding of the abilities and interests of one's direct reports to provide opportunities for each of them to apply and expand these skills. Helping them further develop these skills and learn new ones. providing challenging assignments; empowering people to make real decisions; holding frequent development discussions that include career goals; encouraging direct reports to accept developmental moves.

**11. Building And Maintaining Relationships.** Understanding client and partner needs, negotiating expectations, jointly creating solutions and meeting needs.

**12. Recruiting Talent.** Finding and recognizing talent; hiring the best people from inside and outside the organization.

## Drive It Fulfills

Recognition and reward lie at the heart of the acquisition drive. People will work 10 X's harder for recognition than they will ever work for Money.

Building teams creates the opportunity for people to bond and reinforce successful bonding.

Developing people satisfies the learning drive.

Deepening work relationships is a bonding behavior that also facilitates goal achievement.

Bringing new talent into the organization is primarily a bonding behavior.

## Leadership Practice

### **13. Problem Solving And Decision Making.**

Making choices, finding new ways to accomplish goals, and deciding how and when to modify goals.

**14. Using Political Savvy.** Maneuvering through complex political situations effectively and quietly. Anticipating where resistance may lie and planning accordingly. Being sensitive to how people and organizations function, viewing corporate politics as a necessary part of organizational life.

**15. Creating Meaning.** Helping people find relevance in their work by making connections between work and personal values.

## Drive It Fulfills

Solving problems facilitates goal achievement and acquisition.

Political savvy satisfies both the bonding and acquisition drives.

Meaning helps people make sense of things, satisfying the learning need.

In conclusion great leaders understand each of the 4 Drives and how to customize the leadership practices or innovatively invent new ones to fit their unique situations.

Should you need assistance in this area, Smith Gruppe has 1-2 Day Workshop designed to help leaders identify the right leadership practices for their business model, and from create policies that serve the drivers of their internal and external staff and stakeholders.

Call today at 336-937-0773 or e-mail us at [info@smithgruppe.com](mailto:info@smithgruppe.com) to schedule a FREE assessment.