Spectrum of Needs

White paper

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ABSTRACT

This white paper provides an insight into the non-commercial Spectrum of Needs model, originally developed by Daniel Hendling in the tradition of Open and Citizen Science. The model focuses on the definition and delimitation of needs, the possibility of incorporating insights about needs into communication and interaction and whether there is a universal "canon of needs" that can or should be part of ethical considerations. In addition to an outline of the scientific background, the paper highlights the function and current areas of application of the model.

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FIELD OF RESEARCH

Origin

The Spectrum of Needs model emerged from practical experience, namely, from the commercial field of professional project management. Daniel Hendling and his consulting company HENDLING aimed to help people become aware of their own needs, to be able to better reflect on them, and to adapt their own behavior and that of others based on this knowledge.

The aim was to develop a model that would fulfill this purpose quickly and effectively and that would actually work in practice. The areas of application of the model include:

- Conflict management and mediation: to cope better with one's unpleasant feelings in a conflict; to mediate between two conflicting parties
- Change management: to help those affected by change to accept it and overcome resistance
- Team development and motivation: to design structures, processes, and methods in such a way that the needs of all participants can be met in the best possible way according to their individual characteristics

It is intended to serve as a tool for self-reflection for personal development, as well as for methodological support in the project manager's leadership role.

The model, which was developed with the support of Mag. Dejan Makovec, Mag. Anatol Rathbauer and Nina Tod, has been successfully applied in practice and is currently being used in various situations. It is also included in various seminars (e.g., leadership of project teams, conflict management, change management), both in the private sector and academia.

Since the model was developed for practical application, it has not been assessed scientifically. However, the company and others involved in the project strive to view, analyze, and further develop it from a scientific perspective.

Development

The Spectrum of Needs is based on experience in project and business management and the need for a methodology to quickly and efficiently draw conclusions about the causes of people's feelings and actions that contribute to constructive interaction. The indicators included in the model are based on the assumption that people act according to their individual needs. Needs, in the context of the Spectrum of Needs are not identical with values, desires or neurochemical processes, but rather represent the lowest tangible level of psychological decision-making processes.

The identification of and the work with the needs preceded the model development and therefore significantly influenced it; the needs clusters anchored in the current model are, for example, merely a further development of

practical knowledge about how to deal with individual needs. The clustering of needs in groups was followed by the development of an online tool, which allows a structured assessment of needs and, by assigning needs weightings to each cluster, enables a rough overview of a person's needs system through generally understandable labels.

As a side effect, the use of the online tool generates data that is used to continuously improve the Spectrum of Needs and the online tool itself to make it more accurate and self-explanatory. In the future, analysis of this data will permit more in-depth statements than is currently possible. In the meantime, the online tool is a proven way to apply the Spectrum of Needs in practice.

Localization and delimitation

The model differs from Maslow's widely-known hierarchy of needs model in that it does not universally weight the underlying needs relative to each other but instead allows an individual profile of each person's needs. Individual needs can then be considered relative to each other and explored further. For example, Spectrum of Needs invites questions like the extent to which needs are more pronounced, stronger or weaker in certain groups of people or to what extent their expression changes throughout life (e.g., in the case of dramatic experiences).

Furthermore, the model is not intended to be a personality model or one that categorizes people into types. Needs are divided into areas only for the sake of simplicity and to permit users to work with individual needs without feeling overwhelmed. While people with many strongly expressed needs in a particular sub-area could be described as having a corresponding type, this should not be used to categorically pigeonhole people. Some other models divide people into personality types, which can be obstructive both in self-reflection and in dialogue.

The extent to which any sub-areas are in fact more pronounced should be explored. As of today, the model assumes that individual needs are different in intensity.

Application examples

Suppose that, over the course of regular project meetings, a colleague repeatedly attracted attention through harsh and derogatory comments. His manner dampened the team's mood. The situation culminated when, during one particular meeting, the colleague stood up with a deep-red face, uttered insulting words, and left the room by slamming the door.

The project manager then used the Spectrum of Needs model and the needs profile he had created for himself to reflect on the feelings the colleague's behavior had triggered. In particular, he concentrated on the needs that could be the origin of these feelings. He imagined his needs as "buttons" that are "pushed".

The further the visualization process went, the more the manager's initial tension fell away and allowed him to accept the situation as it was. A remarkable effect of looking at one's own needs and how they are expressed is

that one calms down and can more easily accept a situation, even if it is unsatisfactory. In other words, one can cope better with it.

After the project manager had understood himself sufficiently and consequently calmed down, he asked himself which of the colleague's needs might have been violated or what he might unconsciously be afraid of. At this point, the model made it possible, without having to ask him directly, to guess possible injured areas of need and, ultimately, needs. Based on these corresponding ideas, the project manager was prepared for a conversation and had already thought of possible first approaches to improve the situation.

Finally, the project manager sought a discussion with the colleague. At the beginning of the conversation, the manager pointed out the perceived annoyance of the colleague, which already seemed to calm the colleague presumably because he felt perceived and respected. The project manager then began to use the Spectrum of Needs to feel his way into possible areas of need.

The more concretely the project manager named areas of need and the needs of his colleague, the more the colleague calmed down. In this way, it was possible for the project manager to filter the various causes of his colleague's anger and also to further differentiate the feeling of anger in their dialogue. As it turned out, the perceived anger was in fact a mixture of fear, frustration, and sadness. These feelings had arisen because various needs in the area of SYSTEM (fear of termination if the project fails) were irritated, as well as those in the area of US (unspoken conflicts).

This detailed dialogue about various "pushed buttons" made it possible to better adapt structures and communication in the project to the needs of the colleague concerned. It was also possible to allay the colleague's fears, among other strategies, asking the CEO of the company to announce that if problems occurred or the project failed in the end, he would certainly be disappointed and sad, but this would not end in the dismissal of the people involved.

Another example, this time coming from the private sector, further illustrates this principle: a son who, upon arrival to his parent's house, forgot to lock the garden gate. When the father noticed this, an increasingly escalating argument developed, in which the father explained to his son that he thought he was more intelligent (he thought locking the door was common knowledge), that the son must always lock the gate, that the father is the head of the house and the host, and thus that others have to abide by his rules. The son, on the other hand, said that this was a moronic requirement and that he should be permitted to be forgetful every once in a while.

Subsequently, the son created a needs profile and analyzed which "buttons" the situation and his father's behavior must have "pushed" in him. He understood that, among other things, the meaning and purpose of this requirement was not understandable to him, that it would restrict him in his personal freedom, and that he perceived his father's way of communicating it to him to be authoritarian and thus belittling. This self-knowledge allowed the son to calm down and, in the next step, to guess his father's possibly violated needs.

Among other things, he highlighted his father's needs for CONTROL and STRUCTURE, which were probably hurt by the unlocked door. The son told his father that he had noticed his father's anger and asked him whether needs such as CONSIDERATION or SECURITY could be behind this. The father answered in the affirmative, calmed down because of the sympathy shown to him, and told his son about his fate in the war, when his parent's house was reduced to rubble. Through this narration, the son got a sufficient sense of his father's wish for a locked garden gate, whereupon he was able to promise his father to remember the task in the future. Simultaneously, it was possible for the father to grant his son his desired freedom to forget to lock the door every once in a while.

Another application of the model is in the form of guided self-reflection in seminars, where participants each create a personal needs profile. The group then discusses the different manifestations of individual needs and reflects on practical cases where these differences might lead to conflicts.

A similar approach is taken in individual coaching sessions, where the coachee reflects on his or her needs profile together with the coach. Of course, this presupposes that the coachee is open to this kind of self-reflection. The case of the angry project employee described above, for instance, would be less suitable for this kind of reflection.

In summary, the following findings and effects can be noted in practice:

- The clear separation of processes, strategies and experiences from feelings and needs allows one to specifically address and focus on individual needs.
- Looking at one's own needs whether by simply applying the model in practice by creating a needs profile (see online tool), or by being pointed to it by a coach leads the people involved to calm down and re-engage in a dialogue that may have stalled.
- Most people who have worked with the model so far are of the opinion that the expression of their needs has changed little or not at all throughout the course of their life. Those who initially suspected possible drastic experiences (trauma, maternity/paternity, job loss, etc.) as the cause of a later change concluded, through further reflection, that the expression of their needs had ultimately changed little or not at all. Only their feelings about the event became strongly imprinted.
- People find it helpful to recognize that while, on the one hand, all people have the same set of needs, they are individually different on the other hand and that this must inevitably lead to internal as well as interpersonal conflicts.
- Participants report that examining their individual needs profile can be very insightful and helpful not only in project work, but also in other life situations.
- People who use the Spectrum of Needs to reach beyond their respective positions and interests to the level of personal needs, allowing these interests to flow into a dialogue, can more successfully restore a mutual, renewed capacity for dialogue in a conflict as well as more successfully master resistance to change.

THEORY

Basic assumptions

To clarify their function, the needs contained in the model must be conceptually distinguished from two other elements: feelings and experiences, strategies and thoughts.

- Experience, strategies, thoughts
- Needs
- Feelings
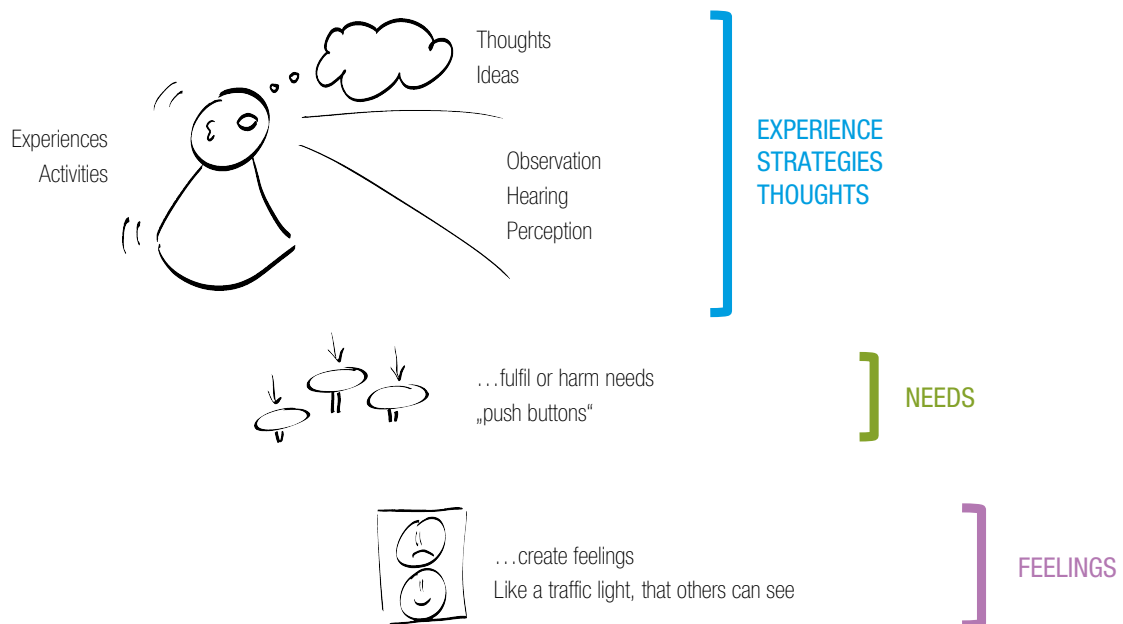
Of these elements, feelings are the easiest to perceive because they express themselves through body language and are thus recognizable externally. They can be helpfully visualized as a traffic light which lights up in a certain color if a need is satisfied or hurt. The model characterizes common feelings in the following way:
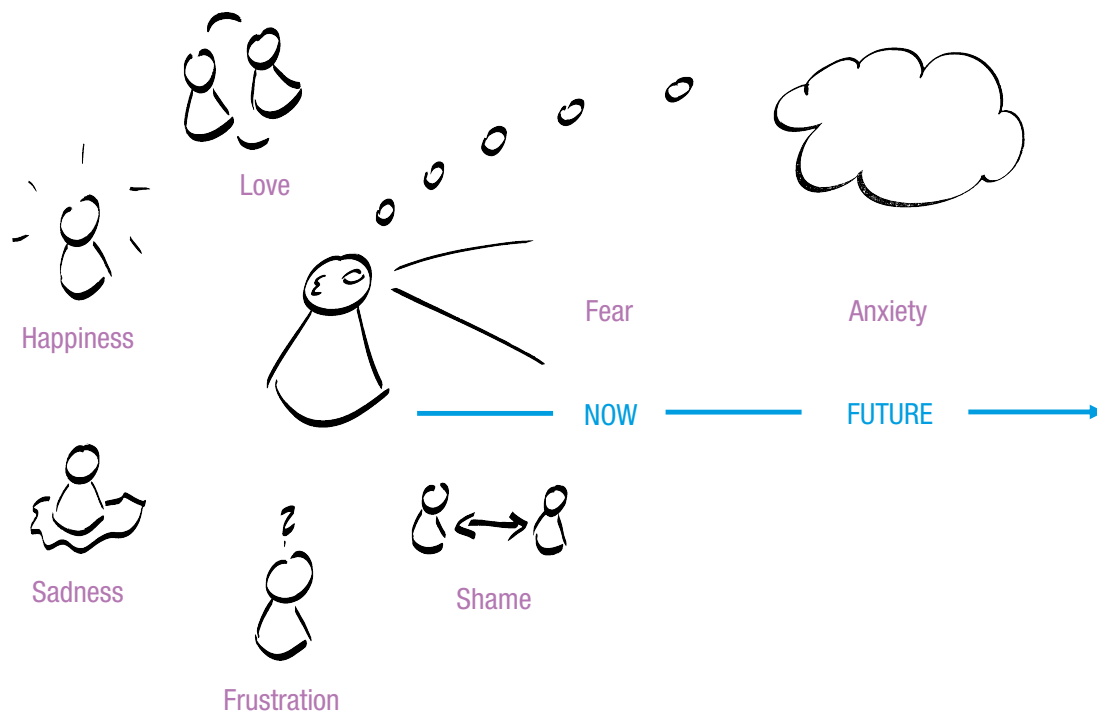
- Grief as an expression of a real, unsatisfied need without direct prospects or influence on its possible satisfaction
- Shame as an expression of fear of prospective rejection or the actual experience of being rejected (social needs, US-needs)
- Anxiety as an expression of the possible future violation of a need
- Fear as an expression of the imminent violation of a need
- Frustration as an expression of the inability to (successfully) influence the satisfaction of a need
- Anger as a "cumulative" feeling (e.g., fear, frustration and sadness) and expression of one or more needs that could be violated, real or potential, with the prospect of being able to influence (e.g., prevent) this violation from happening
- Joy as an expression of a satisfied need
- Love as an expression of a (presumable or real) satisfied need in a social sense (US-needs)

Needs are affected by inner and outer processes. An inner process is an internal thought, idea or picture that touches on certain needs. External processes are experiences that are subject to our perception - things that happen to us. When considering the satisfaction of needs, these processes can be thought of, as strategies that have a satisfying effect or they can be real or even imaginary experiences that offend one or more of our needs. In the case of a conflict, one can distinguish between the respective position (mental attitude) of each conflict party, the interest behind that position (a process or state), and the associated need.

Needs, feelings, and the processes mentioned are mechanically connected with each other: the latter are influenceable internal or external processes that have an effect on a need. This effect produces a pleasant or unpleasant feeling. In this respect, feelings are not to be understood as directly influenceable, but rather as traffic lights indicating an effect. Similarly, needs are also to be understood as not directly influenceable and tending to be static. However, it is useful to know these elements especially their characteristics in order to subsequently influence one's own behavior and thoughts accordingly.

The extent to which the expression of needs changes over the course of a lifetime remains to be explored. The model assumes that some needs are already present at birth and become permanently expressed in the first years of life.

The model assumes that people orient their lives to satisfy their needs (and, in turn, to avoid violating them). The structure of the Spectrum of Needs clearly shows that no need is more important than another. From the different expression of needs in each individual, it follows that people have different thoughts and strategies, which can make social coexistence difficult. In this respect, however, no person is better or worse than another: due to different expressions of needs, people choose different strategies, which can lead to conflicts, since these in turn can violate the needs of others.

Furthermore, the model assumes that people strive to experience pleasant feelings as often as possible and to avoid unpleasant ones. This is where the topic of motivation comes into play.

Based on the described mechanics, a need can be constructed as a button: if it is touched by an internal or external process, a feeling is created. This can be unpleasant or pleasant. Consequently, the idea of "pushing someone's buttons" also fits well here.

The model originally stemmed from processing a conflict situation. In the process, contradictions became apparent, such as between LIBERTY and SECURITY. These contradictions between individual needs have a corresponding negative effect on the other due to the different strategies chosen to resolve these tensions in each case: an interpersonal conflict. Resistance to a changing situation is similar. It can arise when the new situation has a negative impact on personal needs.

The model was developed to better manage conflict and resistance in work environments such as a project, and specifically to better understand and talk about the expression of the needs of those involved. Relatedly, it helps to drive engagement by creating or envisioning situations that have a positive impact on the needs of the participants. In addition, it can be used for self-reflection in order to know and better protect one's sensitive "buttons" with the goal of being able to better accept unchangeable adversities.

The Spectrum of Needs assumes there to be a complex of needs inherent in every human being. The model aims to decompose this complex into the most granular, discrete, sufficiently understandable individual needs possible,

which can be independently rated by individuals according to perceived importance. The weights obtained then serve as indicators for mapping larger "needs trends" that represent clusters of related needs.

The profile generated in this way does not claim to represent a complete image of an individual's personality; rather, it is intended to offer approaches for recognizing patterns in the complex, sometimes contradictory webs of needs. However, this is not to be seen as a weakness, but rather as an acknowledgement of the reality that people themselves are often not clear about why they feel the way they feel and act the way they act.

The individual needs as well as the need trends are, on a macro level, part of the spheres ME, US and SYSTEM. These are not in a hierarchical relationship to each other but rather divide the needs functionally. ME-needs do not leave the sphere of the individual and are not externally referencing. US-needs, on the other hand, either directly involve one or more persons or are related to their position. SYSTEM-needs are either not directly person-related or represent a change of focus from the internal to an external (e.g., physiological) dimension of personal needs.

Knowing the areas where the strongest needs trends occur allows one to address one's own or others' behaviors and feelings in a variety of ways. For example, one can examine activities to see whether and how they match the person's needs or explore the deeper causes of negative emotions. This facilitates positively influencing desired behavior or designing action spaces in such a way that they generate satisfaction by covering the important areas of need.

The core of the model is a focus on the individual instead of a prefabricated type classification or general statements that are supposed to apply universally to all people. The needs that make up dominant areas can be completely different from person to person and accordingly require different approaches to be adequately addressed. The trends mentioned earlier serve as a practical guide to these differences. However, a deeper (self-) analysis requires the examination of individual needs. This is the reason for the three-part division of the model system into needs, feelings and values, which is intended to allow both analytical and practical work with the insights gained.

Needs, in the context of the model, are understood as abstract things that are important to everyone. All people have the same set of needs, but these are expressed to different extents. Strongly expressed needs can be thought of as particularly sensitive "buttons" that can be easily "pushed." In a positive sense, "pushed" means that a need is satisfied. As a direct result, a pleasant feeling arises. In a negative sense "pressed" means that a need is offended or neglected. As a result, an unpleasant feeling sets in. "Things that push buttons" include anything that satisfies or offends a need. This includes activities (what I do) as well as perceptions and experiences (what I see, hear,

experience) and the corresponding thoughts. Even pure thoughts (personal imaginations, fantasies, ideas) affect our needs. Thoughts can satisfy needs as well as offend them, as can perceptions from outside or actual activities.

Feelings can be influenced by understanding one's needs (e.g., identifying a "button" that is "pressed or could be pressed") and deriving an appropriate action. In the case of a negative feeling, this would mean changing the state that pushes the button. This state can lie in the external world, perceived by the individual, or it can be something that was said or thought. One should differentiate whether the thought refers to a present, perceived reality or whether it refers to the future.

Feelings can be pleasant, such as love, joy or pride, or unpleasant, such as sadness, fear or shame. Pleasant feelings are triggered by satisfying a need, and unpleasant feelings are triggered when a need is offended. Feelings cannot be controlled as they are linked to needs in a mechanical effect. Feelings are expressed verbally, in gestures, and to a large extent in body language.

Values have the most diverse connotations. Across cultures, times, and the minds of people, completely different concepts have been seen as values. Almost as different are the definitions of values in the social sciences, cultural studies, psychology, and philosophy. In the context of human needs, the Spectrum of Needs model views values simply as strategies - as patterns by which people seek to satisfy their needs or avoid offending them. This is not intended to replace or compete with other definitions for validity. However, the concept of values in different disciplines is more consistent with the methodology and theoretical embedding of each discipline and should not be used lightly when working with the Spectrum of Needs.

Structure

The purpose of the Spectrum of Needs – assuming one has made the distinction between needs and feelings and strategies/processes described above – is to answer the question "What needs do I actually have?" and thus to learn what a need means to them. The point is to reduce the complexity of what is felt by subsequently obtaining a structure and concrete terminology to deal with the spectrum of needs.

Needs are divided into three areas for structural simplification. However, these three areas do not build on each other, but are to be understood as parts of a spectrum. The division into three areas already gives a rough view of the human being and his needs: a distinction is made between the area of the individual (the ME-needs), the interpersonal area (the US-needs) and the system in which we move (the SYSTEM-needs). On this simplified level of tripartition, conflicts can already be explained and analyzed. Furthermore, the simplification allows a deeper look into the respective areas to identify the needs they contain.

If one examines a single individual (ME) and looks closely into the innermost part of this being, the needs of the subarea SPIRIT are hidden there. One can imagine this SPIRIT as the innermost core of ME, which rests in itself and is one with itself. Viewed with a little distance, this ME is an element of consciousness and understands itself as an individual distinct from others in the form of a spiritual PERSON who thinks and learns. The qualities and ideas of this person come into EXPRESSION by effectively realizing their interests outwardly.

An outwardly realizing person, viewed from a higher level, inevitably comes into contact with other persons (US). Here, the model contains first the needs of the PARTNERSHIP. This is the closest form of a social connection. If we add persons, we get the corresponding interactions of the TEAM as a form of a more diverse social connection. In an even broader sense, the model considers all social beings in their community in the form of a SOCIETY.

These, again, can be seen in a further view from the outside like a sum of individual parts of a whole (the SYSTEM). The elements of LIFE are about existence per se and its preservation. These elements interact with and affect one another. They influence each other and, in this respect, exercise a certain CONTROL. In an even broader sense, all elements follow a certain STRUCTURE. This superordinate order of a system of many elements represents itself finally in the form of absolute stability in the system.

FUNCTION

In accordance with its genesis, the Spectrum of Needs can be seen on the one hand as a communicative tool for private and professional everyday use, and on the other hand as a way to explore human behavior. Existing systems sometimes seem to be based on inductive logic or poorly supported empirically. The Spectrum of Needs reverses this approach and starts with ascertainable indicators, which primarily create the image of an individual's world of needs and in the future will be used to provide insights on a societal level by collecting larger, statistically relevant samples.

The Spectrum of Needs does not strive to provide universal information about the psychological landscapes of individuals. In this regard, it is not meant to be a substitute for entire fields of psychology, but rather is an alternative approach to existing psychological models. Coming from practice, the Spectrum of Needs is actively open to critique and change. Its theses are based on existing experience, rather than preconceived hypotheses to be proven.

The website www.spectrum-of-needs.com provides the current status of research and necessary modifications to the model on an ongoing basis.

An additional online tool was also developed, which can be found at profile.spectrum-of-needs.com. It lists the needs included in the Spectrum of Needs and lets users rate them on a scale of 1 to 5. When using the tool, one should not necessarily think about how important the respective topic is to one at the current moment, but rather what significance it has in life overall. In analysis, one can ask a wide variety of questions and try to answer them: Which area is most pronounced? What conflicts can be explained by it? What does one require to be motivated? Which areas and needs are already in conflict with themselves? How do others interpret the profile? For working with the Spectrum of Needs, the available online tool is fundamentally sufficient. For larger field trials a test sheet revised according to scientific guidelines can be used.

The respective needs profile can be used in different ways. When working with another person, whom one leads or accompanies as a coach, the coachee can create a profile and reflect on it together with the coach. Likewise, it is possible to create one's own profile and work with it in order to further develop one's own personality.

Joint work and social contact are essential in any professional activity. Not only do different personalities, ways of working and views of things collide, but so do very different needs. Everyone benefits from the ability to consider their own needs and other's needs. As a result, conflicts can either be anticipated and prevented or quickly resolved which reduces emotional stress and makes processes run more smoothly.

The application of the Spectrum of Needs has already proven successful with operational managers, management consultants, and project managers as well as in employee and stakeholder management. In project management, the model is just as helpful for goal-oriented dealings with those directly involved and outsiders as it is in change management as a support for those affected to go along with the implementation of change.

Managers can train the methodology of the Spectrum of Needs to strengthen their competence in the fields of leadership, cooperation and conflict resolution. In particular, the Spectrum of Needs can help managers understand their own leadership style more consciously as an instrument of interpersonal interaction and to better motivate employees so that they experience their work as satisfying in the long term.

The Spectrum of Needs can thus be understood as a needs-oriented theory of motivation and mediation. It is based on the basic assumption that needs, as the primary source of feelings, have a decisive influence on behavior, both in the positive in cooperation and in the negative in conflict and should therefore be the starting point for successful leadership.

Employees benefit from knowing their needs and being able to articulate them. Only what is openly communicated can be actively considered by others. The reasonable expectation that one's own needs will be recognized raises the motivation of employees and, if successful, turns every professional interaction into a win-win situation for all parties. Motivated employees perform better and they themselves do not feel forced into their work but find their needs satisfied by it.

Interpersonal interactions are not always ideal, no matter how good the intentions or how great the effort. If, despite everything, a conflict arises, employees can expect better conflict resolution through the implementation of the Spectrum of Needs at the company level than through the exchange of accusations and justifications, despite the ever-present power imbalance between employer and employee.

The advantages of the Spectrum of Needs at a glance:

- Maximum progress in minimum time – ideal in time-constrained settings
- Easy to understand and apply – no complex theory, no "techniques" to practice
- Specific, targeted and individual – not a one-size-fits-all solution
- Restores dialogue capability – addresses conflict rather than sugarcoating it

Project Management

The Spectrum of Needs serves to clarify and enable needs to be clearly named in communication. When we created the model, we took care not to include feelings, characteristics, activities or strategies that serve to satisfy a need but are not a need.

Since it is important in projects to work time-efficiently, the model also serves to quickly identify those needs that should be considered in each case. In conflict resolution, the task is finding the needs that are offended or hurt. On the issue of how to motivate someone, it is useful to know their strongly expressed needs in order to know where to start.

The total set of needs is the same for all people: needs differ only in the degree to which they are expressed. With a little openness, all people, regardless of age, culture, etc. can communicate their needs.

In **stakeholder management**, the Spectrum of Needs can help reduce existing resistance by identifying the needs of the stakeholders and incorporating them into one's own activities. Success is not based on manipulation but on the ability to offer the other side something that has a perceived value for them. Often, the evaluation of individual components, e.g., of a project, differs fundamentally from one person to the next due to individually different needs. What seems irrelevant to one person may be exactly what the other person sees as decisive added value.

When leading and developing a **team**, it can be important to organize according to the needs of the team members. In conflicts the goal is to quickly become capable of dialogue. Changes can be painful when they "push buttons." Employees gain motivation when they get what they need.

In the **forming phase**, it can be helpful to take the respective need structures of the individual team members into account to the maximum extent. Theoretically, one could already consciously bring certain "needs types" into the project and exclude others, or an environment could be created that fits the different needs structures of the team members. For example, a virtual team affects certain needs differently than one that is physically present in the same room.

In the **storming phase**, individual differences become apparent. Employees bump heads; covert and overt conflicts arise. Here, the model can help in many different ways. As a conflict party, it can help becoming aware of your own needs (to know and understand your own buttons), to articulate them, and at the same time to understand the needs of the other conflict party. If you are in a facilitating role as a project leader, you act as a mediator between people and can help everyone understand and talk about their own needs. As a project leader, it is helpful at this point to know your own needs structure in order to make sure that you work according to your needs.

In the **norming phase**, knowledge of the different need structures among the people in the project team can help establish agreement on "rules of the game" in the team, which are tailored to all the different needs as far as possible. An example of this is exchanging ideas in the team on the topic of "trust": which needs, if satisfied, would generate trust within the team? What would hinder trust? All planning steps in the project (performance/scope, quality, deadlines, resources, costs, communication, risks, organization, etc.) can be carried out in a needs-oriented manner if the different needs structures in the team are known. Here, too, one's own needs as a project manager should not be disregarded: which "norms" do you need in the project team to be able to fulfill your role as project manager without offending or neglecting your own needs?

In the **performing phase**, the topic of motivation comes into play. If you ensure that every individual in your team has their needs satisfied and hold out the prospect of future satisfaction of needs, you generate motivation. Conversely, you can avoid demotivation (or react to it accordingly) if you know which "buttons are pressed" and why the corresponding demotivation has set in.

Even in **adjourning**, you can choose activities that fit the different need structures of the people in the team – or conversely, avoid things that would offend a need in one person or another.

Conflict Management

By nature, there are more conflicts in projects than in functional line organizations. At the same time, as a project manager you do not have time to simply sit out a conflict – you need the appropriate conflict management tools. The needs model and the related knowledge (e.g., the differentiation of feelings, needs and the things that affect one's own needs) can make conflict management faster and is methodically supported. As a conflict party, it can help one to better understand one's own buttons and express any desires. If you want to understand the other person, it is helpful to know his or her need structure. In both cases, it is important to identify the buttons that are pushed by the parties involved in order to talk openly about them and to find ideas together about what could be done better.

If you are acting as a moderator or mediator, the model can help give the two conflicting parties the necessary empathy (showing that you see and recognize their needs) and subsequently to get the parties involved capable of dialogue again. If the other person is absolutely unable to recognize their own needs, you can also approximate their needs with the help of the model. Starting with the three main areas, one can guess the issue is located and with the model one has a tool at hand to hit more and more precisely where a "button is pressed".

In conflicts, an interesting phenomenon is that people calm down when their needs are recognized. There are people who believe that the other person must be ready to open up to become capable of dialogue. The Spectrum of Needs assumes that you can calm someone down by actively possible needs based on the three main areas. In this way, the person in question automatically becomes calmer, reveals a little more about him/herself, and thus gets further and further back into a state of being able to engage in dialogue.

Motivation and demotivation

People strive to satisfy their needs. Of course, this applies first and foremost to particularly pronounced needs. If you hold out the prospect to someone that certain needs will be satisfied as a result of a certain behavior, you create the motivation in the respective person to do just that. Rewards for finished work also have a motivating effect, as long as they are aligned with the respective need structure of the person concerned. On the contrary, projects sometimes suffer from a lack of motivation. This is where the needs model comes into play as well. Which needs are offended (or "not satisfied") in the individual and what could be done to change that?

Change Management

People have a natural resistance to change. At the same time, projects often involve change. The needs model can help reduce resistance when it comes to change. Resistance can also arise if certain needs are offended by the change or if they would be less satisfied in the future. By applying the needs model or needs-oriented social skills, one can ensure that those affected also feel comfortable in the new, changed state. On the one hand, this involves reducing resistance ("un-pushing buttons") and generating motivation (holding out the prospect of need-satisfying states).

Special features of the application of agile methods

When agile methods are applied in projects, they can have different effects on the needs of the respective participants. Here, one can consider first the introduction of agile methods in projects. Which needs are already offended by the introduction of the methods? How can this be counteracted? See also the topic of **change management**. Second is the application of agile methods in the project itself. Here, too, the question arises as to how the different "need types" cope with the respective elements. One can look at certain elements from the perspective of the respective need areas and needs and gain insights from this. Elements include for example:

- How much support or understanding on the part of the sponsor is there for the use of agile methods?
- How much trust is there within the development team?
- How much decision-making freedom does the development team have?
- How incrementally can the product be developed?
- How critical is the end product?
- How much change can I expect over time?
- How big is the team?
- How experienced is the team with the application of agile methods?
- How closely and directly can you work with the customer?

Personality development

When asked: What is important to you? In the project? In work? In life? Do you have to think about it? Can you think of only a few things or perhaps do not know how best to express them? As the leader of a project, you might want to ask a team member these very questions. But how?

You can simply apply the Spectrum of Needs yourself or use the simple online tool to create a needs profile that tells you more about your needs. Needs are expressed in different ways; the "buttons" have different sensitivities. By looking at them more closely, you can learn a lot about yourself, how you feel in certain situations or during certain activities and actively engage with them. Strongly expressed needs are those that are important to an individual. If they are satisfied, one feels good. If they are offended, the opposite can happen rather frequently, especially with the strongly expressed needs.

Strongly expressed needs make people happy or unhappy.

If you want to make yourself happier, it can help to start working on these needs. The more different strategies one develops to do this, the more often one will succeed in satisfying these needs. One's life can be made easier by starting, in case of doubt, with the strongly pronounced needs in order to improve one's own feeling of being alive. One thereby distinguishes consciously between strategies, which one uses inwardly – purely through thoughts – from those which express themselves outwardly by active actions and those, with which one does something together with other humans. The strongly expressed needs are also those in which other people can play a role in making you happy. The better you understand your needs, the better you can help other people make you

happy by communicating to them what you particularly like.

As easily as one succeeds in satisfying oneself by addressing one's strongly expressed needs, these areas are still sensitive. Here lie sore points, as well as things that can make you angry, for example, if they are different from what you want. If the strong needs are not satisfied or if they are possibly neglected through one's own fault or from the outside, one quickly becomes unhappy. If a particular need is violated, it is likely that it is not the only one. As a further consequence, different negative feelings arise, which one can perceive only with difficulty and possibly chooses instinctive strategies such as escape or attack, in order to satisfy them. One pays attention to the strongly pronounced needs – in particular if one has negative feelings – to the extent one satisfies these sufficiently, inwardly with the help of thoughts, outwardly by one's own actions and through common activities with others. Since the satisfaction of strongly expressed needs makes one happy, it is likely that one gladly and often chooses strategies to achieve this. Pay attention to whether these needs and the strategies to satisfy them are in conflict with other needs and strategies, both as far as one is concerned, and as far as other people are concerned. It may be that, in satisfying some needs, one forgets about other needs – both one's own and those of others. This is not forbidden, of course. But you should be aware of it, so that when internal or external conflicts arise, you quickly have the appropriate strategies at hand.

<u>Weakly expressed needs</u> result in a willingness to compromise or a lack of strategies for satisfying needs.

The more people come together the more different needs are expressed. The more intensively different people act out different strategies for satisfying different needs in each case, the more potential for conflict there is in the situation. This is where it pays to have strategies for satisfying your needs that affect others only slightly – things you do alone, for example, – or even just in your thoughts. Recall the expression "putting your needs on hold." Of course, doing so is impossible, but one can choose strategies that require fewer resources or are less restrictive of others in their behavior. This is where weakly expressed needs come into play. Here, one has less demand to satisfy them and so can more easily do without strategies to satisfy them. It is good to know which needs are weak because those are the areas where you are most willing to compromise. This can be helpful with issues such as career choices and when you are around a lot of people.

Since the fulfillment of these needs is not particularly important to individuals, it is possible for one to have developed a smaller portfolio of possible strategies for their satisfaction. The less pronounced needs are still there and want to be satisfied as well. It is therefore possible that some of these needs are insufficiently satisfied, but one has only limited possibilities to change them. In particular, if one has primarily "used" other people to satisfy these needs – that is, if one has not learned to satisfy them on one's own or even inwardly – and these needs have been insufficiently taken care, it can be difficult to find the appropriate strategy. Moreover, it is possible that one also pays too little attention to these needs in other people since they are not distinctly important to oneself. Needs are expressed in different ways. If you get feedback from someone that you are inconsiderate, ignorant or not empathetic – it does not mean you are, but it does mean that one has probably not recognized needs of the other person, perhaps because these needs are simply not as pronounced in oneself.

COMPLETED PROJECTS

- **Spectrum of Needs Toolkit**; University of Applied Sciences BFI Vienna 2019-2020.
- **Social Skills Sets for Successful Change Management in Transformation Projects** (Undergraduate Thesis), Mario Illetschko; University of Applied Sciences BFI Vienna 2020.

RESEARCH QUESTIONS AND AREAS

The possible further research of human needs on the basis of the Spectrum of Needs or its applied methods encompasses diverse fields of inquiry, including sociology, philosophy, psychology, religious studies, political sciences, (philosophy of) law, medicine, biology, among others.

Below are some research questions and topics subject to scientific consideration.

Simple:

- **Item test**
  "Conceptuality", allocation, completeness
  To what extent are what the Spectrum of Needs calls needs "universal," "unambiguous," or "complete"?
- **Comparison or correlation with other models**
  E.g., Ikigai Model, VIA Strengths Model, 4-Ears Model (S. v. Thun), Schwartz/Böhnke Values Model, Maslow's Pyramid of Needs, Carl Gustav Jung's Approaches, Steven Reiss Motivation Model, Myers Briggs Type Indicator, Theory X+Y (McGregor), Gallup Strengths Model, Tracom Social Style Model, Barrett Model, Patterns of Life Model, Riemann-Thomann Model, Psychodynamics, Enneagram of Personality, DISC Assessment, Insights Discovery, Hermann Brain Dominance Instrument (HBDI)
  What do these other models say in terms of needs? Where at are their confirmations/parallels/complements and what are their contradictions to the Spectrum of Needs?
- **Needs and the Stoa, Daoism & Buddhism**
  What elements of Stoa, Daoism, or Buddhism can be explained based on the Spectrum of Needs model or how do they relate to the model? (confirming/fitting/contradicting)
- **Particularly pronounced needs or typical profiles/characteristics.**
  E.g. gender, culture, geography/location, history, disorders (e.g. Asperger's, Borderline).
  For example, do women have certain needs that are particularly pronounced compared to men? Are there typical profiles in different cultures or regions? Do we recognize typical profiles in certain mental disorders or illnesses?

Demanding:

- **Linguistic differences in the understanding of the terms**

  What is the meaning of the needs terms included in the Spectrum of Needs for native speakers as opposed to people with a foreign native language?

- **Artificial Ethics, Game mechanics & Narration**

  To what extent can a system of needs and feelings be "implemented" in a machine, thus making it more human, for example, or making interaction with humans more effective? How can the model help to develop "need-satisfying" games in game development? To what extent can the model help to make a narrative "needs-satisfying" and thus reach a broader range of people?

- **Norms, morals, value systems, religion & law**

  What are the known norms/morals/value systems and how can they be explained on the basis of the Spectrum of Needs, e.g., commandments in various religions or legal systems?

- **Physiology, Brain Research & Body Language**

  What findings in the field of physiology or brain research show a relationship to the Spectrum of Needs, e.g., explain it or contradict it?

Very demanding:

- **Political, historical, or sociological analyses based on the model.**

  What political, historical, or sociological events/currents/areas of knowledge can be explained/analyzed using the Spectrum of Needs?

- **Feelings and needs: How do they relate to each other?**

  Is it possible to determine the extent to which certain feelings are directly related to certain needs? For example, can the violation of any need also produce any unpleasant feeling, or do certain violated feelings only produce certain feelings? Can one draw direct conclusions about certain needs from certain feelings?

- **Evolutionary Psychology & Blank Slate**

  To what extent are needs based on the Spectrum of Needs evolutionarily explainable, or are they instead "imprinted" by experiences – and by what?

LITERATURE

The following literature list can help researchers and interested persons to gain insights into relevant research and application fields that are related to the model.

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