

E-PME  *Enlisted*
PROFESSIONAL MILITARY EDUCATION

Taking Care of People 4.E.07

Learning Objective(s): **DISCUSS** your role taking care of people and properly responding to the needs of others and yourself.

Why You Need to Know This

Each of us has basic human needs, and we direct our energies to meet these needs as we see fit. A person’s needs and/or desires dictate how they behave at specific times. A person dealing with personal or work-related problems may not perform to full their potential. As a petty officer and a leader, it is important for you to take the time and effort to know your personnel and to look out for their well-being. Good leaders do not “fix” their subordinate’s problems, but rather they help them figure out how to solve them on their own by providing guidance and support. Understanding human behavior and its application to leadership and supervision may determine the extent of your success as a Coast Guard leader.

This lesson will provide you with the information you will need to know in order to take care of people.

Topics Covered

This section will cover the following topics:

- Identifying Individual Needs
- Five Levels of Human Needs
- Responding to Other’s Needs
- Counseling as a Tool
- Communicating the Needs of Others
- Resources

At the end of this lesson you will be required to participate in a learning activity. You are encouraged to first review the learning activity and the sign off requirements located in the “**You and Your Supervisor**” section of this lesson. Reviewing this information before you begin the lesson will allow you to take proper notes and focus on key learning points.

Identifying Individual Needs

Why do people act the way they do? For example, why do some Coast Guard members have a more difficult time adjusting to shipboard life than others? In general, you could say people behave the way they do for a reason. However, the reason may not be clear; in fact, it may not be logical or rational to either you or to the person in question.

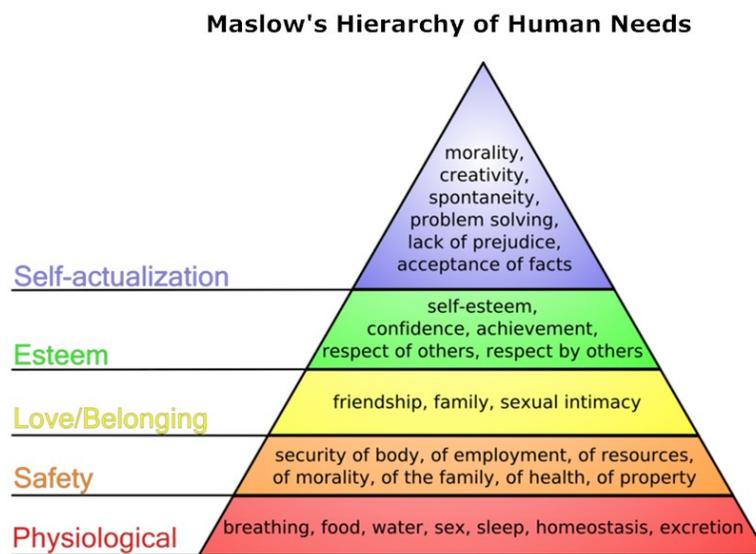
All human behavior is the result of attempts to satisfy certain needs. These needs may be simple to understand and easy to identify, such as the need for food and water. They also may be complex such as the need for respect and acceptance. The most effective ways to identify a person's needs is by **observing their behavior**. By observing their behavior, you can gain the knowledge you need to better understand why people act and react in certain ways.

Successful leaders take the time to understand the needs of their subordinates and are willing to work with them to help them find solutions for their problems.

Five Levels of Human Need

According to psychologist Abraham Maslow, human beings have five basic levels of need. These needs arise in order of importance, such as our need to relieve pain (survival) is more important than a need to be liked by coworkers (social belongings). These five levels of needs are acted out in behaviors. You, as a leader, with an understanding of these needs, can help your people address their concerns and be more successful.

This psychological concept has become known as **Maslow's Hierarchy of Human Needs** (See illustration below):



Five Levels of Human Need (Continued)

The Maslow's five levels of needs and a brief definition of each can be found below:

- **Survival/Physiological;** The survival level consists of the basics we need to sustain life itself; for example, oxygen, food, water, sleep, and relief from pain.
 - **Safety/Security;** The safety/security level involves the need for protection from possible threats, such as violence, disease, or poverty. It also includes the need for the security of an adequate job and money in the bank.
 - **Love/Social-Belonging;** The social, or belonging, level involves the need to be liked and wanted by family, friends, coworkers, and others with whom we associate.
 - **Self-Esteem;** The self esteem level involves our feelings of importance. To satisfy our esteem needs, we must get a feeling of importance from two sources.
 - We must have a feeling of importance that comes from within; this feeling is self esteem.
 - Self esteem alone will not satisfy our esteem needs, we must feel that other people believe we are important.
 - **Self-Actualization;** Self-actualization is the full realization of our own potential. Simply stated, that means we know our limits and try to perform, within those limits, to our full potential.
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Responding to Other's Needs

After you have determined the level of need, you must then figure out how to help the person address their problem or concern. This first requires that you believe and trust in your subordinates' basic worth and ability to perform. An effective leader always approaches subordinates with positive concern for their growth and development. When your subordinates feel confident that you are genuinely concerned about their wellbeing, they are more likely to seek and/or accept your assistance. Most likely, this assistance will be provided in the form of **counseling** (as outlined below).

Counseling

Counseling is a tool available to supervisors to help their subordinates with and variety of concerns such as:

- **Personal Issues:** Finances, marriage/family, health concerns.
 - **Career Guidance:** Individual Development Plans (IDPs), rate selection, advancement, transfer, etc.
 - **Disciplinary Matters:** Marks, Page 7s.
 - **Job Performance:** Constructive/Corrective feedback.
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**Counseling
(Continued)**

When counseling a subordinate there are few things you should keep in mind, such as:

- Counsel during normal working hours if possible.
 - Find a quiet place free from distraction or interruptions.
 - When counseling subordinates about sensitive issues or corrective behavior choose an appropriate time and location.
 - Ask questions to gain clarity.
 - Paraphrase their response back to them to ensure you've attained mutual understanding.
 - Listen without judgment.
 - Pay attention to their body language and other non-verbal verbal cues to see if their words match their emotions.
 - Don't be quick to assume you understand the problem or to dispense advice.
 - Help them to find their own solutions.
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**Communicating the
Needs of Others**

Remember, as a petty officer when helping others your responsibilities extend both up and down the chain of command. This means you should:

- Translate orders from your seniors.
 - Ensure subordinates perform their work properly.
 - Keep your superiors informed of any important needs or problems your subordinates are having.
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Resources

As a leader you must be aware of various programs available to help you help your personnel. These resources include but are not limited to the following:

- Command
 - Employee Assistance Program (EAP) (800) 222-0364 (24/7)
 - Chaplain
 - Medical
 - Local Emergency Services – 911
 - Local Crisis Hotlines
 - Local Work-Life Staff
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Learning Activity



To successfully complete this requirement you will need to discuss the following topics listed below with your supervisor:

1. What are the five levels of human needs?



In your own terms, define the five levels, in accordance with the Maslow's Hierarchy of Human Needs illustration provided.

2. Provide an example of responding to your subordinate's needs.

For You and Your Supervisor

In order to meet the sign-off requirement for this lesson **YOU** must perform the following:

1. Prior to meeting with your supervisor review the contents of this lesson and organize your response to the two Learning Activity questions.
2. Discuss your response.

Before signing off on this requirement your **SUPERVISOR** must:

1. Make sure the member can recall the Hierarchy of Needs and understands the importance of taking care of people.
2. Provide the member with corrective feedback and answer any questions they may have related to this topic.
3. Sign-off the check-off sheet on the Record of Enlisted Professional Military Education (E-PME) Performance Requirements.

References

The references used to develop this lesson can be found at CG Directives (CG-612), www.uscg.mil/directives:

- Leadership Development Framework, COMDTINST 5351.3(series)
- Coast Guard Employee Assistance Program, COMDTINST 1740.7(series)
- Operating Procedures for Work-Life Staffs, COMDTINST 5400.20(series)