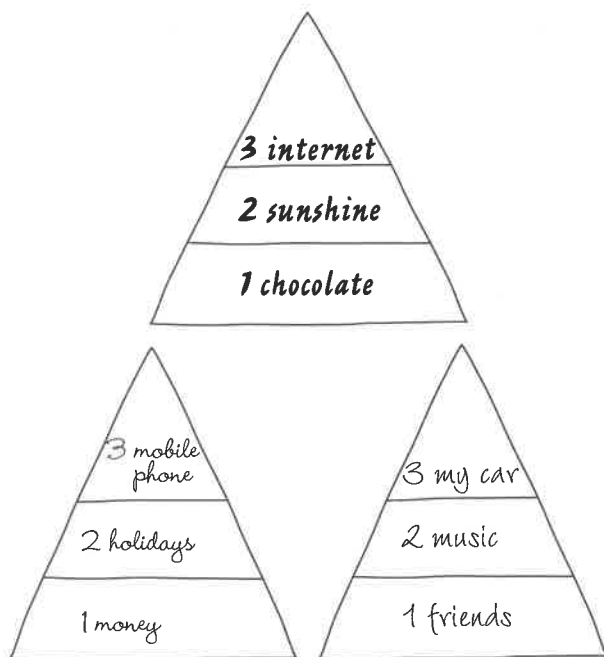


# 3.3 Personal development

## READING What do you need?

1 Look at the three diagrams. They show the three most important things that three people need in their life to make them feel happy (1 = the most important). What are the three most important things that you need to make you feel happy? Are they in the diagrams? Draw your own diagram. Then work in pairs and compare your diagrams.



2 Work in pairs. Match the groups of words (A–D) with the headings (1–4). Are any of the things you discussed in Exercise 1 in these groups?

1 social needs	3 safety needs		
2 physiological needs	4 esteem needs		
A	B	C	D
drink	family	independence	health
food	friendship	prestige	job security
shelter	love	self-respect	personal
sleep	romance	status	safety
			property

3 Read the article. In what order does the article mention the needs described in Exercise 2? What is the fifth 'need'?

4 Read the article again. Are the sentences true (T) or false (F)?

- 1 There have been no new developments in the area of Maslow's theory.
- 2 Maslow thought the theory was shown most clearly as a pyramid.
- 3 The theory can be useful in managing how we motivate people at work.
- 4 It hasn't been possible to prove the theory scientifically.

5 Complete the questions with words from the text. Then answer the questions.

- 1 Have you ever read a book that has had an \_\_\_\_\_ on you? (line 3)
- 2 Do you think you have a strong instinct for \_\_\_\_\_? Would you do well alone on a desert island? (line 11)
- 3 Who were the people you most \_\_\_\_\_ when you were growing up? (line 17)
- 4 What do you think you need to reach your \_\_\_\_\_ in life? (line 28)
- 5 Is \_\_\_\_\_ to a group of people with similar interests or a shared background important to you? (line 37)
- 6 What kinds of things would you take into \_\_\_\_\_ when looking for a new job or new course of study? (line 42)

6 Work in pairs. Compare your answers and ask follow-up questions with *what, why, how*, etc.

7 Work in pairs. Discuss the questions.

- 1 Why are the levels described as a progression in the article?
- 2 According to the theory, when can a person achieve self-actualization?
- 3 How does the theory influence advertising?
- 4 How relevant is Maslow's theory today?

## VOCABULARY Personal growth: abstract nouns

8 Complete the table with words from the text.

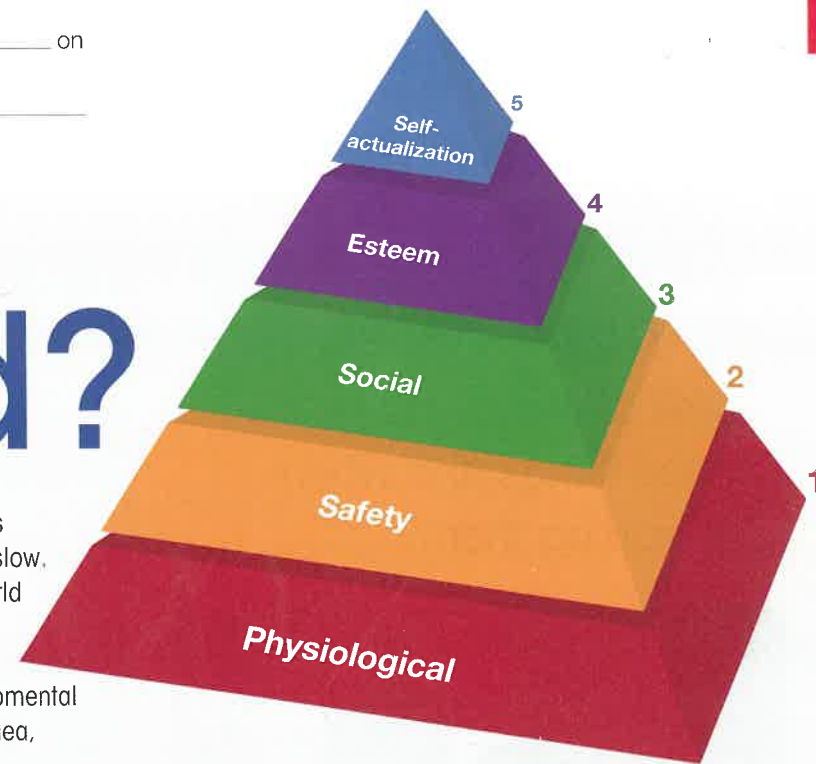
Adjective	Noun
motivated	1
2	influence
safe	3
4	success
growing	5
6	perfection
secure	7
8	quality
9	quantity

Work in pairs. Complete the sentences with words from Exercise 8. Then discuss whether the sentences are true for you.

- 1 At work, my salary is my main \_\_\_\_\_. Without it, I'd lose interest.
- 2 My job is measured by the quantity of what I produce rather than the \_\_\_\_\_ of my work.
- 3 Personal \_\_\_\_\_ is very important to me – I want to feel fulfilled in my life.
- 4 In the city where I live, we don't really feel \_\_\_\_\_ on the streets at night.
- 5 I don't believe that advertising has any \_\_\_\_\_ on how I spend my money.
- 6 I'd rather be happy in my personal life than \_\_\_\_\_ in my career.

# What do you need?

In 1954, a book called *Motivation and Personality* was published by the American psychologist Abraham Maslow. The book had an impact far beyond the academic world and the psychological theories it describes are still influential in management training today. This is despite the fact that newer theories of human developmental psychology have largely replaced Maslow's original idea, known as Maslow's hierarchy of needs.



Maslow's hierarchy suggests that people are motivated according to a progression through five different stages of 'need'. First come the most basic needs for survival such as food and water, then the need for physical and economic safety. After this is the level of social needs which refers to our relationships with others – friendship, family, and so on. The fourth level concerns respect and esteem. To be 'successful', we need to be assured of our own self-esteem, social status, to feel respected or admired in our work, etc.

The hierarchy is often shown as a pyramid even though Maslow himself didn't use this idea. The key idea in the theory is that we can't be successful in a given level unless we have fulfilled the needs in the previous level – or the ones lower down in the pyramid.

The ultimate stage in this model of personal growth is self-actualization. That is, the ability of an individual to achieve their full potential. This could be a creative talent, an achievement in sport, being successful in business or becoming the perfect parent. For each individual, the desire or goal will be different.

## SPEAKING Are you satisfied?

### 10 21st CENTURY OUTCOMES

Work in groups. Discuss the questions.

- 1 To what extent do you think that your various needs are met?
- 2 What fulfils your needs more: work, family and friends, hobbies, or other things?
- 3 Which of your needs do you think would seem unusual to a previous generation?

One of the ways in which the theory is applied in business and management is in understanding how to manage motivation. For example, it could be difficult to motivate members of a team to work together (level three) if they feel that their jobs are not secure (level two). Maslow's hierarchy of needs has also been influential in marketing, brands and advertising. For example, a pensions company may sell its products by appealing to our need for financial security or a social media service will target our 'level three' needs of social belonging.

Nevertheless, in the decades since the publication of *Motivation and Personality* there have been other studies which have questioned and criticized Maslow's theory. Some have suggested that his original study group of college students was not broad enough to take into account the differences in cultural and geo-political situations which exist in the world. Others point out that Maslow's methodology was a subjective one – a qualitative rather than a quantitative approach – and that it's difficult to test the theory in a scientific way.

Whatever current opinion, Maslow's influence can still be found in all areas of modern life.