



Motivational Analysis Quiz

Each of the following consists of three related statements. Mark the statement that most closely describes your preference, most of the time. There are no right or wrong answers.

1. a. When doing a job, I prefer to have specific goals.
 b. I prefer to work alone and am eager to be my own boss.
 c. I seem to be uncomfortable when forced to work alone.
2. a. I go out of my way to make friends with new people.
 b. I enjoy a good debate.
 c. After starting a task, I am not comfortable until it is completed.
3. a. I enjoy offering advice to others.
 b. I prefer to work in a group.
 c. I get satisfaction from seeing tangible results from my work.
4. a. I work best when there is some challenge involved.
 b. I would rather give direction than take direction from someone else.
 c. I am sensitive to others – especially when they are mad.
5. a. I like being able to influence decisions.
 b. I accept responsibility eagerly.
 c. I try to get personally involved with my superiors.
6. a. I place importance on my reputation or position.
 b. I have a desire to out-perform others.
 c. I am concerned with being liked and accepted.
7. a. I enjoy and seek warm, friendly relationships.
 b. I attempt complete involvement in a project.
 c. I want my ideas to predominate.
8. a. I desire unique accomplishments.
 b. It concerns me when I am being separated from others.
 c. I have a desire to influence others.
9. a. I think about consoling and helping others.
 b. I am verbally fluent and persuasive.
 c. I am restless and innovative.
10. a. I set goals and think about how to attain them.
 b. I think about ways to change people.
 c. I think a lot about my feelings and the feelings of others.





Motivational Analysis Key

For each question, mark your answer in the space provided. For example, if your answer to #1 was "b", put a mark on the line titled "influence". Then total the number of marks for each of the three categories.

1. ___ a. achievement ___ b. power/influence ___ c. affiliation	6. ___ a. power/influence ___ b. achievement ___ c. affiliation
2. ___ a. affiliation ___ b. power/influence ___ c. achievement	7. ___ a. affiliation ___ b. achievement ___ c. power/influence
3. ___ a. power/influence ___ b. affiliation ___ c. achievement	8. ___ a. achievement ___ b. affiliation ___ c. power/influence
4. ___ a. achievement ___ b. power/influence ___ c. affiliation	9. ___ a. affiliation ___ b. power/influence ___ c. achievement
5. ___ a. power/influence ___ b. achievement ___ c. affiliation	10. ___ a. achievement ___ b. power/influence ___ c. affiliation

Scoring: (use your highest score to determine your primary motivation)

ACHIEVEMENT _____

POWER / INFLUENCE _____

AFFILIATION _____

I am primarily a(n) { circle one Achiever
Affiliator
Power/Influencer

[Volunteer Management Training Series, Points of Light Foundation; adapted from Mackenzie, Marilyn and Gail Moore. The Volunteer Development Toolbox. 1993.]

City of Bloomington Volunteer Network

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McClelland's Social Motivators

Motivation is at the heart of successful volunteer leadership.

3 Primary Motivators



Achievement

- Desire for excellence
- Want to do a good job
- Need a sense of accomplishment
- Want to advance
- Desire feedback



Affiliation

- Like to be popular
- Like to be well thought of
- Enjoy and want interaction
- Dislike being alone in work or play
- Like to help others
- Desire harmony



Power/Influence

- Likes to lead
- Enjoys giving advice
- Likes influencing an important project
- Enjoys job status
- Like to have their ideas carried out

Understand them. Incorporate them into your:

⇒ Recruitment

⇒ Placement

⇒ Management

⇒ Recognition

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The Achiever

What They Think About:

Achieving goals
Solving problems
Strong performance

Success
How can they do things better?



Strengths:

- Well organized
- Innovative
- Good planners
- Problem solvers
- Strong initiative
- Take personal responsibility
- Entrepreneurship

Struggles:

- Delegation to others - may not want to give up personal involvement with the task
- Management (interested in doing well, not in influencing others to do well)
- Process (can be impatient)
- Valuing relationships and team
- Sensitivity to feelings/needs of others.
- Tend to expect those they work with to also be results-driven
- Perfectionism
- Calculated risk taking - since they seek to excel, they avoid both low-risk and high-risk situations

At Their BEST

They May Display Empowering Behavior:

- Set goals and organize efforts
- Measure progress fairly
- Share responsibility and authority
- Clearly communicate vision
- Want input for greater improvement
- Share credit
- Understand it takes satisfied people to achieve success

At Their WORST

They May Display Dictatorial Behavior:

- Must do things their way
- Repress innovation or new ideas
- Block changes
- Are rigid, inflexible

Recognition Ideas

- ✍ Give them information about their work or about past projects.
- ✍ Give additional training.
- ✍ Give more challenging tasks.
- ✍ Recognition timing should be based on check-points or records.
- ✍ Allow for opportunities to give input in goal-related decisions.
- ✍ Communicate agenda prior to meetings.
- ✍ Introduce to new people in terms of proudest accomplishments.
- ✍ Involve in decisions that affect them.
- ✍ Color-code name badges to honor time spent in agency.
- ✍ Give tangible awards which emphasize specific accomplishments, with "Best" or "Most" phrasing.
- ✍ Awardees should be selected by co-workers.

Still Not Sure if Your Volunteer is an "Achiever"?

A Possible Clue:

He/she has an elaborately organized Palm Pilot!



Best Types of Roles:

- ☆ Fundraising
- ☆ Administration
- ☆ Training
- ☆ Financial
- ☆ Data gathering
- ☆ Professional tasks
- ☆ Board of Directors
- ☆ Entrepreneurship
- ☆ Leadership of small task-oriented groups

Qualities of Good Assignment Types:

- ◆ Specific outcome targets
- ◆ Provides a new challenge
- NOT high level executives in large organizations

Needs:

- Ⓢ Rapid Feedback (don't like to fail)
- Ⓢ Challenges and opportunities to improve oneself
- Ⓢ High standards, unique accomplishments
- Ⓢ Deadlines
- Ⓢ Responsibility
- Ⓢ Checklists
- Ⓢ Like to work alone or with other high achievers

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The Affiliator

What They Think About:

Interpersonal relationships
Feelings (theirs and others)
How they can help



Strengths:

- Good barometer of climate
- Team players
- Sensitivity
- Good listeners
- Persuaders

Struggles:

- Over-sensitive
- Dealing with conflict
- Not sensitive to time
- Need a great deal of affirmation
- Can over-react
- Being alone or with strangers
- Difficulty with being objective
- Non assertive, dependent
- May show favoritism

At Their BEST

They May Display Caring Leader Behavior:

- Build teams to accomplish goals
- Can articulate goals in people terms
- Are sensitive to people's feelings
- Understand that people must see progress toward goals in order to feel successful and good about themselves

At Their WORST

They May Display Pollyanna Behavior:

- Will sacrifice goals and outcomes to keep other people happy
- Pay too much attention to socialization
- Get side-tracked in people's personal lives
- Confuse personal and professional boundaries
- Lose their way en route to goals

Recognition Ideas

- ✍ Give them information about how cooperative or helpful they are.
- ✍ Recognition should be given at a group event, in presence of peers, family, etc.
- ✍ Recognition should have a personal touch. Should be given by the organization, and voted by peers.
- ✍ Allow opportunities for socialization on the job;
- ✍ Share organizational needs on a personal level;
- ✍ Take time out for coffee; attend a community event as a group
- ✍ Publish recognition on a bulletin board
- ✍ Smile

Best Types of Roles:

- | | |
|---|--|
| ☆ Direct client services | ☆ Leading teams or support groups |
| ☆ Public relations | ☆ Roles providing opportunities to socialize |
| ☆ Customer service | ☆ Roles which offer group involvement |
| ☆ Support activities | |
| ☆ Planning/giving recognition to others | |

Qualities of Good Assignment Types:

- ◆ Team or people-oriented activities
- ◆ Relationship building activities
- NOT Management

Needs:

- ☉ To help and be needed
- ☉ To be with friendly people
- ☉ To feel included and liked by a larger group
- ☉ To be supervised by a "leader-friend"
- ☉ Personal recognition
- ☉ Opportunities to express feelings

Still Not Sure if Your Volunteer is an "Affiliator"?

A Possible Clue:

He/she has the biggest list of email addresses, phone numbers and addresses



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The Power/Influencer

What They Think About:

Impact, influence and status
What's in it for me?
Empowering others



What They Think About:

- Impact, influence others to further larger goals, such as those of an organization. (institutional power)
- What's in it for me? Keeping the power I have. (personal power)
- Leadership, prestige and job status (institutional & personal power)

- Empowering others
- Finding ways to influence powerful people

Strengths:

- Door openers
- Strategic thinkers
- Fundraising from individuals
- Teachers / trainers
- Work through hierarchy
- Management

Struggles:

- Dominating
- Argumentative and outspoken
- Possibly intimidating to Affiliators

At Their BEST

They May Use Power in an Institutional Manner:

- Exercise power for benefit of others to attain group goals
- Inspire others to action
- Create confidence in others - help them achieve group goals
- Demonstrate clear vision for all to follow
- Understand that success results from people empowered to achieve success

At Their WORST

They May Use Power in a Personal Manner:

- Make groups dependent and submissive
- Exert personal dominance
- Use personal power and authority (autocrat)
- Need prestige supplies (biggest desk, nicest office, newest car)
- Hang on to information (information is power)
- Use people to get their own way

Recognition Ideas

- ✍ Give promotion or job title
- ✍ Give greater access to authority or information.
- ✍ Include commendation from "big name" in recognition
- ✍ Announce recognition to community at large
- ✍ Recognition decision should be made by organization's leadership.
- ✍ Offer broad-based recognition that is noticed by people in authority
- ✍ Write a story in newsletter telling of impact on people
- ✍ Give notes from supervisors, administration and community leaders appreciating impact on betterment of mankind
- ✍ Name an ongoing program or site after them
- ✍ Make time to listen to their ideas
- ✍ Tape their speeches

Best Types of Roles:

- ☆ Middle and high level management, decision making
- ☆ Advocacy (ability to be persuasive)
- ☆ Policy making
- ☆ Fundraising
- ☆ Political action
- ☆ Speaker, trainer
- ☆ Media representative
- ☆ Board Chair (or chair of powerful task force or committee)

Qualities of Good Assignment Types:

- ◆ Opportunity to use influence
- ◆ Ability to share expertise
- NOT direct client service - not using influence

Needs:

- Ⓢ Position of leadership and influence
- Ⓢ Public recognition
- Ⓢ Prestige and job status

Still Not Sure if Your Volunteer is a "Power/Influencer"?

A Possible Clue:

He/she has an impressive recognition plaque wall!



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