

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

City of Bloomington Volunteer Network

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hrs: 8am - 5pm Monday-Friday • ph. 812.349.3433 • fax 812.349.3483 • volunteer@bloomington.in.gov



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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