

# Motivational Analysis

**Directions:** Each of the following items 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.

Adapted from Mackenzie, Marilyn and Gail Moore. *The Volunteer Development Toolbox*. 1993.

# Motivational Analysis Key

**Directions:** Record your choice of each statement by putting a mark or check in the space provided below for each of the three motivators. If your answer to #1 was “b,” you would put a mark on the line titled “influence.” Do that for each question. Then add the total number of marks for each of the three categories: achievement, influence, and affiliation.

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

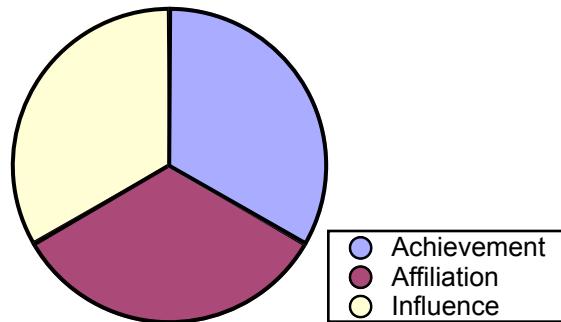
ACHIEVEMENT \_\_\_\_\_

INFLUENCE \_\_\_\_\_

AFFILIATION \_\_\_\_\_

Adapted from Mackenzie, Mary and Gail Moore. The Volunteer Development Toolbox. 1993.

# Social Motivators



David McClelland & John Atkinson researched 3 distinct motives which affect people's behavior – first published in the late 1960's

## The need for **Achievement**

Business like, strive for excellence, personal best, set moderate goals, calculated risk takers, restless, innovative, will do what they say, task oriented, work well by themselves and enjoy working alone, like challenging work, like to problem solve and overcome barriers

## The need for **Affiliation**

Enjoy mutual friendship, seek out relationships, like to work with many people, want to be liked and accepted, sensitive to feelings and the needs and wants of others, strive for warm friendly relationships, interaction on a personal level, support others in the achievement of their goals, talk about feelings, most happy in situations where there is a strong social component

## The need for **Influence**

Comfortable in a leadership role, decision-makers, view themselves as capable, independent workers, concern for reputation, position and respect, try to shape opinion, fighting spirit, have the need to impact and influence others, they like to give advice, verbally fluent and forceful, use social power to benefit others (I win-you win), outspoken, confident, charismatic, create confidence in others

What kinds of volunteer opportunities might motivate someone with your motivation style?

How does this motivational style like to be supervised?

How does this motivational style like to be recognized?

What difficulties would people from another motivational style have with this style?