

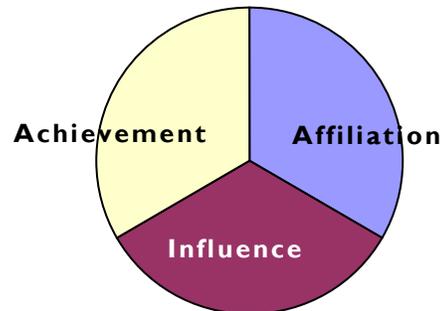
Motivational Analysis

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.



McClelland's Social Motivators



Achievement Motivations

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

Influence Motivations

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

Affiliation Motivations

- 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

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 _____