

## **Motivational Analysis**

The purpose of this exercise is to determine the preferred style of a volunteer, acknowledging that people with different styles prefer different kinds of supervision, recognition and job placement.

This exercise is particularly useful for volunteer leaders in discussing the retention of volunteers today or in preparing to chair committees. It is also most appropriate for people preparing to interview and place volunteers.

### ***Key Concepts***

- ◆ No one style is better than another.
- ◆ Effective teams benefit from a mix of styles.
- ◆ Individuals are a mix of styles but one tends to dominate.
- ◆ People's motivational styles may change over time.
- ◆ Different styles prefer different kinds of placement, supervision and recognition.
- ◆ Determining one's preferred style can lead to an enhanced volunteer experience.
- ◆ An understanding of styles allows volunteers to adapt their own styles to make all team members feel confident and comfortable.

## Motivational Analysis

Each of the following questions has three choices. Choose the one in each question which most closely fits your own motivations. Remember, there are no wrong answers. Place an 'X' before the letter of your choice.

1.     \_\_\_\_\_ a. When doing a job, I seek feedback.  
       \_\_\_\_\_ 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 argument.  
       \_\_\_\_\_ c. After starting a task, I am not comfortable until it is completed.
3.     \_\_\_\_\_ a. Status symbols are important to me.  
       \_\_\_\_\_ b. I am always getting involved in group projects.  
       \_\_\_\_\_ c. I work better when there is a deadline.
4.     \_\_\_\_\_ a. I work best when there is some challenge involved.  
       \_\_\_\_\_ b. I would rather give orders than take them.  
       \_\_\_\_\_ c. I am sensitive to others – especially when they are mad.
5.     \_\_\_\_\_ a. I am eager to be my own boss.  
       \_\_\_\_\_ b. I accept responsibility eagerly.  
       \_\_\_\_\_ c. I try to get personally involved with my superiors.
6.     \_\_\_\_\_ a. I am uncomfortable when forced to work alone.  
       \_\_\_\_\_ b. I prefer to be my own boss, even when others feel a joint effort is required.  
       \_\_\_\_\_ c. When given responsibility, I set measurable standards of high performance.
7.     \_\_\_\_\_ a. I am very concerned about my reputation or position.  
       \_\_\_\_\_ b. I have a desire to out-perform others.  
       \_\_\_\_\_ c. I am concerned with being liked and accepted.
8.     \_\_\_\_\_ a. I enjoy and seek warm, friendly relationships.  
       \_\_\_\_\_ b. I attempt complete involvement in a project.  
       \_\_\_\_\_ c. I want my ideas to predominate.
9.     \_\_\_\_\_ a. I desire unique accomplishments.  
       \_\_\_\_\_ b. It concerns me when I am being separated from others.  
       \_\_\_\_\_ c. I have a need and desire to influence others.
10.    \_\_\_\_\_ a. I think about consoling and helping others.  
       \_\_\_\_\_ b. I am verbally fluent.  
       \_\_\_\_\_ c. I am restless and innovative.
11.    \_\_\_\_\_ 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 (cont'd)

1.
  - a. Achievement
  - b. Power
  - c. Affiliation
2.
  - a. Affiliation
  - b. Power
  - c. Achievement
3.
  - a. Power
  - b. Affiliation
  - c. Achievement
4.
  - a. Achievement
  - b. Power
  - c. Affiliation
5.
  - a. Power
  - b. Achievement
  - c. Affiliation
6.
  - a. Affiliation
  - b. Power
  - c. Achievement
7.
  - a. Power
  - b. Achievement
  - c. Affiliation
8.
  - a. Affiliation
  - b. Achievement
  - c. Power
9.
  - a. Achievement
  - b. Affiliation
  - c. Power
10.
  - a. Affiliation
  - b. Power
  - c. Achievement
11.
  - a. Achievement
  - b. Power
  - c. Affiliation

## Understanding Volunteer Motivation

Researchers David McClelland and John Atkinson suggest that there are three different forces that act as motivators to human behavior. Although they acknowledged that most individuals have a mix of all three types, one tends to dominate. The three types identified are:

- The Achiever:** This person is committed to accomplishing goals, welcomes a challenge and looks for opportunities to test out new skills and improve performance.
- The Affiliator:** This person values relationships, enjoys working with others and seeks out opportunities to be helpful and supportive.
- The Power Person:** This person seeks to influence people and events so that change is realized.

No one style is better than any other. In fact, most successful projects require a mix of styles to blend the work of a group. Teams made up of a variety of styles benefit from the different perspectives people bring to the task. However, people with different styles prefer different kinds of supervision, recognition and job placement. It is helpful to determine the preferred style of a volunteer in order to provide an effective match.

In attempting to explain the differences among the three styles, you might think of the example of the person who joins a Toastmaster Club.

The Affiliator would suggest that she joined because she enjoyed the people in the group and looks forward to the luncheon meetings. She might volunteer to be on the social committee.

The Achiever joined so she will be more confident in her various leadership roles and would like to win the award for the best new member performance.

The Power Person plans to run for political office and would like to persuade the Toastmaster Club members to support her campaign. She is especially interested in the environment issues.

Remember that people are rarely one type to the exclusion of all other characteristics. People are much more complex than this guide would suggest.

It is important to note that in our culture, there is real discomfort with the notion of “power”. Its presence is often noted as a criticism rather than a complement. McClelland in a later work, “The Two Faces of Power,” described power in two ways:

**Personal Power:** This is our more negative description of power. The individual wants to be in charge, the boss. She is more motivated by personal ambition than the welfare of others. This person prefers associates who will be submissive and responsive to her vision of reality. The individual who is motivated by need for personal power views power as a finite commodity. By sharing power, information for control with you, that person fears she has less power for herself.

**Social Power:** This is a more positive view of power. The individual exercises power for the benefit of all. She wants to make changes to help others. There is a genuine concern for the welfare of all players on the team. Some of our greatest world leaders and politicians would be found in this category – Sister Theresa, Martin Luther King, Gandhi, John Kennedy, Jean Vanier. These people believe power is infinite. In sharing power, information or control with you, they believe we are all stronger.

As you review the following chart, you will discover some of the challenges faced by staff and leadership volunteers as they try to coach and direct volunteers of a different motivational type.

The volunteer who is an affiliator is looking for a patient, chatty supervisor who really cares about how the volunteer is feeling about the assignment. The supervisor who is an achiever is just anxious to get on with it.

The affiliator is concerned about any conflict, while the achiever is so focused on the goal to perhaps be unaware of conflict within the group.

The affiliator may perceive criticism as a personal attack rather than a simple suggestion directed at enhancing performance. The achiever believes that everyone is anxious to improve performance and would welcome such a suggestion.

Both the affiliator and the achiever may find the power person too honest, forthright and “pushy.”

The power person loves political intrigue, the affiliator hates it.

The affiliator chairs a meeting that attends to the needs of the group. The decisions are secondary. The achiever is happy only if the agenda is covered, decisions are made and the meeting ends on time. Power people only come to the meetings that they think are worthwhile. Yours may not be one of them.

Adapted from a description by Marlene Wilson in  
*The Effective Management of Volunteer Programs*.  
Volunteer Management Associates, Boulder, 1976.

## Motivational Types

Motivational Type	Description	Conditions of Supervision
<p><b><u>Achievement-Oriented</u></b></p> <p><b>Goal:</b> Success in a situation which requires excellent or improved performance.</p>	<p><u>Positive Attributes:</u></p> <ul style="list-style-type: none"> <li>◆ Concern with excellence/personal best</li> <li>◆ Sets moderate goals, takes risks</li> <li>◆ Enjoys a level of moderate stress</li> <li>◆ Restless/innovative</li> <li>◆ Likes challenging work</li> <li>◆ Likes to work alone</li> <li>◆ Likes to overcome barriers</li> </ul> <p><u>Negative Attributes:</u></p> <ul style="list-style-type: none"> <li>◆ Will sacrifice people to achieve goals</li> <li>◆ May be insensitive</li> <li>◆ Can be autocratic</li> <li>◆ Gets bored quickly</li> </ul>	<ul style="list-style-type: none"> <li>◆ Wants concrete feedback to improve performance</li> <li>◆ Likes results-focused management</li> <li>◆ Wants a boss who leaves him/her alone</li> <li>◆ Likes to be challenged</li> <li>◆ Enjoys time management and responds to goals, objectives and conceptual thinking</li> <li>◆ Needs a well-delegated task</li> <li>◆ Enjoys being consulted about decisions, planning</li> </ul>
<p><b><u>Affiliation-Oriented</u></b></p> <p><b>Goal:</b> To be with others, to enjoy mutual friendships.</p>	<p><u>Positive Attributes:</u></p> <ul style="list-style-type: none"> <li>◆ Seeks out relationships</li> <li>◆ Likes to work with many people</li> <li>◆ Likes social activity for its own sake</li> <li>◆ Sensitive to feelings, needs and wants of others</li> <li>◆ Supports others in the achievement of their goals</li> <li>◆ Talks about feelings</li> </ul> <p><u>Negative Attributes:</u></p> <ul style="list-style-type: none"> <li>◆ Will sacrifice project goals to keep people happy</li> <li>◆ Concerned about personal popularity</li> <li>◆ Hates to discipline</li> <li>◆ Is crushed by criticism</li> </ul>	<ul style="list-style-type: none"> <li>◆ Wants a concerned, caring supervisor</li> <li>◆ Enjoys long chats</li> <li>◆ Welcomes advice</li> <li>◆ Likes to be part of a team, pair, group</li> <li>◆ Needs help if situation is tense or unpleasant</li> <li>◆ Avoids conflict</li> <li>◆ May not report problems back to supervisor or may “dump” them back to supervisor</li> </ul>

<p><b><u>Power-Oriented</u></b></p> <p>Goal: To have an impact or influence on others; to bring about change.</p>	<p><u>Positive Attributes:</u></p> <ul style="list-style-type: none"> <li>◆ Concern for reputation, position, respect</li> <li>◆ Tries to shape opinion</li> <li>◆ Wants to change things (eg. opportunities for the physically challenged)</li> <li>◆ Combative, fighting spirit</li> <li>◆ Verbally forceful</li> <li>◆ Uses Social Power: <ul style="list-style-type: none"> <li>◆ Exercises power to benefit others</li> <li>◆ I win – you win</li> <li>◆ Charismatic</li> <li>◆ Creates confidence in group that are able to achieve goals</li> </ul> </li> </ul> <p><u>Negative Attributes:</u></p> <ul style="list-style-type: none"> <li>◆ Uses Personal Power: <ul style="list-style-type: none"> <li>◆ I'm in charge</li> <li>◆ I win – you lose</li> <li>◆ Group is dependent, submissive</li> <li>◆ Treat people indifferently</li> <li>◆ Autocratic</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>◆ Likes clear cut policies and procedures</li> <li>◆ Likes to know limits of authority</li> <li>◆ Likes strong leadership</li> <li>◆ Needs lots of personal freedom and respect</li> <li>◆ Works well alone</li> <li>◆ Tends to operate outside standard rules and regulations</li> <li>◆ Likes to associate with other “power brokers”</li> <li>◆ Needs to be included in decision making and planning</li> </ul>
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## **The Importance of Motivational Types for Volunteers**

Obviously, staff and leadership volunteers need to understand their own styles and the potential negative attributes that may be misinterpreted by volunteers with whom they work. They also need to appreciate the styles of others and make allowances or modifications in their own behavior to make all team members feel comfortable and confident. Some suggestions for harmonizing styles:

- ✓ Talk openly about differences in style.
- ✓ Ask people about their preferred supervisory style and be sure to demonstrate an effort to deliver that kind of supervision.
- ✓ When new groups form, have people talk about motivational styles and their own expectations. Establish mutually agreed upon ground rules that address style issues.
- ✓ Ask someone who is a distinctly different style to coach you in meetings or on projects. An affiliator vice-chair who agrees to monitor the process of a meeting can be a real asset to an achiever or power person.
- ✓ Look for compromise opportunities to meet a variety of motivational needs. A work meeting of ninety minutes that has a clear, tight agenda will appeal to those who are task-oriented. This can be followed by an optional leisurely social time that will appeal to those people with strong needs for affiliation.
- ✓ Place people in positions that complement their motivational needs. Someone who longs for social interaction would prefer working with a group, not alone in a back office. If someone hates meetings but is interested in your cause, don't ask him to attend endless meetings. Use people's best skills and interests.
- ✓ Make your own needs known. There are creative solutions to your discomfort. If your concerns are pleasantly presented, most people are prepared to work with you when recognition is made of the value of different motivational types.
- ✓ Welcome different approaches to problems and solutions. Comment on the value of different perspectives. Leave a clear message that different is desirable.
- ✓ Be patient, someone else may be confused or frustrated by your style.