

Motives Affecting Behavior

What does the score from the previous exercise mean? These features highlight characteristics of the three groups of scores. Use them for better understanding of yourself and others.

ACHIEVEMENT MOTIVATED PERSON	AFFILIATION MOTIVATED PERSON	POWER/INFLUENCE MOTIVATED PERSON
Goal: Success in a situation which requires excellent or improved performance.	Goal: Being with someone else and enjoying mutual friendship.	Goal: Having impact or influence on others
Characteristics: <ul style="list-style-type: none"> • Concern with excellence and wanting to do personal best; sets moderate goals and takes calculated risks • Likes to take personal responsibility for finding solutions to problems • Has desire to achieve unique accomplishments • Restless and innovative takes pleasure in striving • Wants concrete feedback 	Characteristics: <ul style="list-style-type: none"> • Concerned with being liked and accepted interpersonal relationships • Needs warm and friendly relationships and interaction • Concerned about being separated from other people (definitely not the loner) • Wanting to be liked and how to achieve this 	Characteristics: <ul style="list-style-type: none"> • Concern for reputation or position (and what people think of that power and influence) • Gives advice (sometimes unsolicited) • Strong feelings about status and prestige • Strong need to influence others, - to change other people's behavior • Often verbally fluent (sometimes argumentative) • Seen by others as forceful and outspoken
Spends time thinking about: <ul style="list-style-type: none"> • Doing job better • Accomplishing something unusual or important • Goals and how he/she can attain them <i>and</i> obstacles and how he/she can overcome them 	Spends time thinking about: Consoling or helping people Warm and friendly relationships The feeling of others and him/herself	Spends time thinking about: <ul style="list-style-type: none"> • Influence and impact he/she has over others and over situations
<i>(To illustrate - Sir Isaac Newton was once asked how he ever discovered gravity and he matter-of-factly replied, "By thinking about it all the time!")</i>		

From Marlene Wilson's book, *The Effective Management of Volunteer Programs*. Originally from McClelland, David, "Two Faces of Power," quoted in Hampton Summer & Webber, *Organizational Behavior and the Practice of Management*. Shared by Cowlitz County Cooperative Extension Service, Washington State University.