

## Motivational Theory

- ▶ David McClelland and John Atkinson
- ▶ The McClelland Theory is based on the premise that there are three primary motivators of human behavior:
  - Achievement
  - Affiliation
  - Power/Influence

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## Achievers...

- ▶ Think about:
  - Achieving goals
  - Solving problems
  - Strong performance and success
- ▶ Strengths:
  - Well-organized
  - Innovative
  - Good planners, and problem solvers
  - Strong initiative
- ▶ Struggles and Weaknesses:
  - Delegation to others
  - Process (they can be impatient)
  - Valuing relationships and team
  - Sensitivity to feelings/needs of others
  - Perfectionism
  - Calculated risk taking

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## Achievers...

- ▶ Needs:
    - Feedback (they don't like to fail)
    - Challenges and opportunity to grow
    - High standards, unique accomplishments
    - Deadlines
    - Responsibility
    - Checklists (and crossing them off!)
  - ▶ Best Types of Roles:
    - Fundraising
    - Administration
    - Training
    - Financial
    - Data gathering
    - Professional tasks
    - Board of Directors
- ▶ Has: An Elaborate Palm Pilot!

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## Affiliators...

- ▶ Think about:
  - Interpersonal relationships
  - Feelings (theirs and others)
  - How they can help
- ▶ Strengths:
  - Good barometer of "climate"
  - Team players
  - Sensitivity
  - Good listeners
  - Persuaders
- ▶ Struggles and Weaknesses:
  - Over-sensitive
  - Dealing with conflict
  - Unaware of time
  - Need much affirmation
  - Can over-react
  - Being alone or with strangers

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## Affiliators...

- ▶ Needs:
    - To help and be needed
    - To be with friendly people
    - To feel included, liked
    - To be supervised by a "leader-friend"
    - Personal recognition
    - Opportunities to express feelings
  - ▶ Best Types of Roles:
    - Direct client services
    - Public relations
    - Support activities
    - Planning/giving recognition to others
    - Leading support groups
- ▶ Has: Biggest address file!

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## Power/Influence People...

- ▶ Think about:
  - Impact, influence on behalf of others (social power)
  - What's in it for me? Keeping the power I have (personal power)
  - Leadership, prestige and job status (social and personal power)
- ▶ Strengths:
  - Door openers
- ▶ Strategic thinkers
- ▶ Fundraising from individuals
- ▶ Teachers, trainers
- ▶ Work through hierarchy
- ▶ Struggles and Weaknesses:
  - Dominating
  - Argumentative and outspoken
  - Possibly intimidating to Affiliators

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## Power/Influence

- ▶ Needs:
    - Position of leadership and influence
    - Public recognition
    - Prestige and job status
  - ▶ Best Types of Roles:
    - Advocacy
    - Policymaking
    - Fundraising
    - Political action
    - Speaker, trainer
    - Media representative
    - Board Chair or chair of powerful task force or committee
- ▶ Has: Impressive Recognition Plaque Wall!

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