

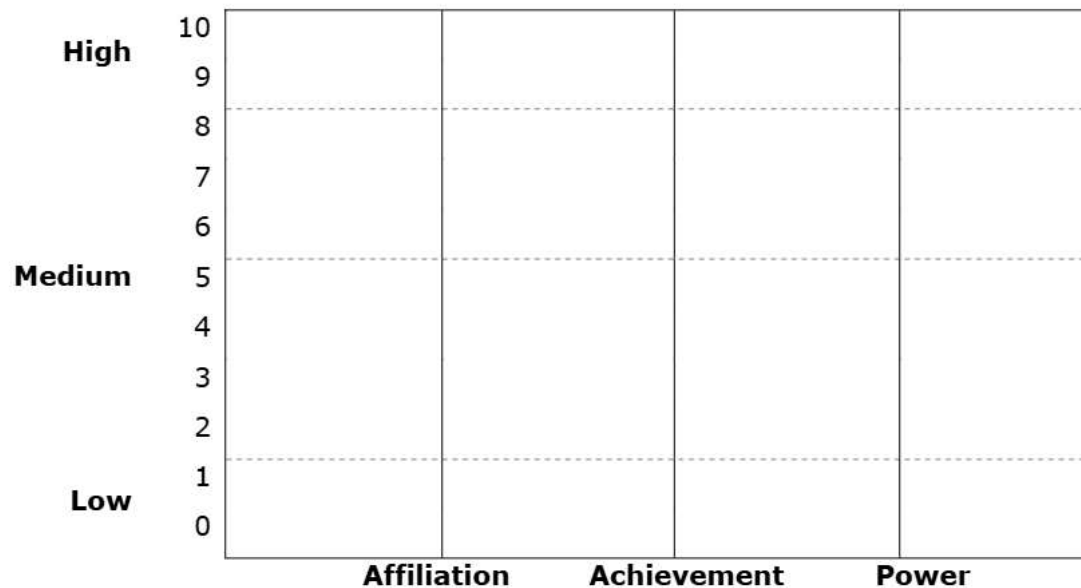
Motives Questionnaire

#		Agree	Disagree
1	People like to tell me their problems because they know I will help them		
2	I am quite effective in getting others to agree with me		
3	I often set goals that are very difficult to reach		
4	I feel any job done should be done thoroughly if you do it at all		
5	I feel confident when directing the work of others		
6	Job titles have meaning and significance		
7	I feel uneasy when I have to tell others what to do		
8	I spend a lot of time visiting with friends and family		
9	In an argument, I can usually win others over to my side		
10	Even when I am feeling ill, I will continue working if it is important		
11	I enjoy the opportunity to exercise control over an organization or group		
12	I enjoy challenging work		
13	I choose hobbies that I can share with other people		
14	I continuously look for ways of doing things better and faster		
15	Opportunities to become widely known are important to me		
16	I am uncomfortable in situations that involve conflict with others		
17	I am somewhat of a perfectionist and like to have things done just right		
18	I prefer to eat lunch on a regular basis with a group of people, rather than by myself		
19	When standing in line, I don't let others get in front of me		
20	I am uncomfortable complaining if I receive bad service in a restaurant		
21	It is important to me to seek feedback on how well I am performing		
22	I would work just as hard whether or not I had to earn a living		
23	I seldom try to draw attention to myself		
24	Being well liked by others is very important to me		
25	I often take new employees under my wing and mentor them		
26	I will not be satisfied until I am the best in my field of work		
27	Possessions that are impressive to others are important to me		
28	I don't like to have the responsibility for directing the work of others		
28	I enjoy competing with others		
30	I enjoy opportunities to influence others		

Motives Questionnaire scoring worksheet

	Give yourself one point for every time you checked "Agree" for the following items:	Add up your total points and insert here:
Affiliation	1, 7, 8, 13, 16, 18, 20, 23, 24, 28	
Achievement	3, 4, 10, 12, 14, 17, 21, 22, 26, 29	
Power	2, 5, 6, 9, 11, 15, 19, 25, 27, 30	

Plot your score for each of the motives on the graph to determine your motive profile. Your highest score reflects what might be considered to be your primary motive.



Motives – behaviours

A small set of motives, present to some extent in all people, helps explain how leaders behave. The motives generate needs, which lead to aspirations, which in turn drive behaviour.

	Affiliation	Achievement	Power	
			Personalized power	Socialized power
When this motive is Aroused in them, leaders experience a need to:	Maintain close, friendly relationships	Improve their personal performance and meet and exceed standards of excellence	Be strong and influence others, making them feel weak	Help people feel stronger and more capable
As a result, they wish to:	<p>Establish, restore, or maintain warm relationships</p> <p>Be liked and accepted</p> <p>Participate in group activities, primarily for social reasons</p>	<p>Meet or surpass a self-imposed standard</p> <p>Accomplish something new</p> <p>Plan the long-term advancement of their careers</p>	<p>Perform powerful actions</p> <p>Control, influence, or persuade people</p> <p>Impress people inside or outside the company</p> <p>Generate strong positive or negative emotions in others</p> <p>Maintain their reputations, positions or strength</p>	<p>Perform powerful actions</p> <p>Persuade people</p> <p>Impress people inside or outside the company</p> <p>Generate strong positive emotions in others</p> <p>Maintain their reputations, positions or strength</p> <p>Give help, advice or support</p>
These aspirations lead them to:	<p>Avoid confrontation</p> <p>Worry more about people than performance</p> <p>Look for ways to create harmony</p> <p>Avoid giving negative feedback</p>	<p>Micromanage</p> <p>Try to do things or set the pace themselves</p> <p>Express impatience with poor performers</p> <p>Give little positive feedback</p> <p>Give few directions or instructions</p> <p>Cut corners</p> <p>Focus on goals and outcomes rather than people</p>	<p>Be coercive or ruthless</p> <p>Control or manipulate others</p> <p>Manage up – that is, focus more on making a good impression than on managing their subordinates</p> <p>Look out for their own interests and reputations</p>	<p>Coach and teach</p> <p>Be democratic and involve others</p> <p>Be highly supportive</p> <p>Focus on the team or group rather than themselves</p> <p>Work through others; they enable others to do the work rather than doing It themselves</p>